

HISTORY
of
Massachusetts
Industries

Their Inception, Growth
and Success

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BIOGRAPHICAL

HON. SIDNEY OSBORNE BIGNEY

Colonel Sidney Osborne Bigney has not only attained prominence as the head of the S. O. Bigney Company, manufacturing jewelers of Attleboro, Massachusetts, but also deserves wide recognition for his unfaltering and effective efforts in behalf of the trade conditions of the state. He is a close student of the problems that in any way affect the manufacturing interests and the consequent welfare of Massachusetts and is a man of broad vision and keen discernment concerning all such questions. In the conduct of his individual interests he has displayed marked enterprise, initiative and originality, combined with dependable business principles, resulting in the development of extensive trade relations for his house.

Colonel Bigney was born in Lower Wentworth, Cumberland county, Nova Scotia, November 4 1854, and is a son of James and Sarah (Black) Bigney. He is a lineal descendant of Theodore d'Aubigne, an eminent author and a brave andashing soldier, and of other representatives of an old historic French ancestry, including Jean Henri Merle d'Aubigne, who wrote the "History of the Reformation." The family name of Colonel S. O. Bigney was originally DeBigney, later Angelicized to Bigney. On the distaff side he is of Scotch lineage, tracing his ancestry directly back to Adam and Charles Blak of Edinburgh, well known in connection with the works of Sir Walter Scott. The founder of the American branch of the family was William Black, who came from Hadersfield, England, and settled in Nova Scotia, in 1774. He was born in Paisley, Scotland, in 1727 but lived in England for a considerable period before establishing his home on the western continent. To this family belonged William Black, a Wesleyan divine, who founded the Wesleyan church in Nova Scotia and became general superintendent of Wesleyan missions in British America. It may here be noted that Nova Scotia has furnished many eminent men to this nation, among whom are James J. Hill and Simon Newcomb, noted American astronomer.

The parents of Thomas A. Edison were also born in Nova Scotia and lived in the little town of Parrasboro. The father married a Miss Ellis, the daughter of a clergyman, and she was a highly educated and cultured young lady. They migrated to Ohio and there is where the great Edison was born.

In his native town Colonel Bigney acquired his education and when a

youth of eighteen years left home, coming to the United States. Here he became identified with the jewelry trade, learning all branches of the industry and developing his skill to a high point of efficiency. Step by step he progressed until at the age of twenty-six years he established a business of his own in partnership with Charles A. Marsh, under the firm style of Marsh & Bigney. Some time afterward, however, he acquired the interest of his partner, continuing the business under the name of the S. O. Bigney Company. His business career has been characterized by rapid advancement and he is today the owner of one of the finest and largest jewelry plants in the country. A most attractive line of goods is sent out by the Attleboro establishment to all parts of America and even to foreign countries and the trade name of the house has become a synonym for originality and attractiveness in design and for dependability in business transactions. Aside from being president and treasurer of the S. O. Bigney Company, Colonel Bigney is president and treasurer of the Bigney Real Estate Company and a director of the Mossberg Pressed Steel Company.

In June, 1876, Mr. Bigney was married to Henrietta Stevens, the adopted daughter of Benjamin Stevens, of Wentworth, Nova Scotia, and they became parents of a son, Harold Osborne. Appreciative of the social amenities of life and popular in the circles in which he moves, Mr. Bigney is well known as a member of the Middlesex Club of Boston, the Home Market Club, the Intercolonial Club and the Canadian Club of Boston. He also belongs to the Republican Club of Massachusetts and this is indicative of the intense interest which he has always manifested in the political problems of the country. He has long exerted a widely felt influence over public thought and action in the political field and his labors have been of broad usefulness. He has traveled extensively and has gained a wide grasp of affairs and conditions in every part of the world. He is constantly striving to attain high ideals, while the methods which he uses are intensely practical. In 1904 he was a delegate to the republican national convention and four years later was a delegate at large. He was selected to represent Massachusetts when Judge William Howard Taft, of Cincinnati, was notified of his nomination for the presidency and on that occasion he presented Judge Taft with a life-size portrait of himself—the gift of his friends in Massachusetts. Mr. Bigney has labored along many specific lines for results which he deemed vital to the welfare and stability of the country. In 1906 he came into prominence as an advocate of tariff for a fixed minimum rate, with the maximum to be placed in the hands of the president, to be used at his discretion. He was elected to serve on Governor Guild's council from the second district of Massachusetts, was elected president of the first Board of Trade of Attleboro and on several occasions has been the representative of Massachusetts manufacturers when important legislation was pending in Washington.

A contemporary biographer has said of Colonel Bigney: "His rare breadth of mind and benevolence of spirit are his most salient characteristics. Whatever interests the world interests him and his constant

thought is for the majority along whatever line of endeavor his attention may be claimed. It is most natural for Attleboro to think of him as one of the city's foremost public men, for in his services as a member of Governor Guild's council his clear vision and forward-reaching attitude were of inestimable benefit to the people of the state. Colonel Bigney has always taken the deepest interest in national affairs and international relations and was one of the few men of this country to visualize the catastrophe of the recent troublous times which involved the leading nations of the world in war. While his views and prophecies were listened to with the respect which he invariably commands, the verity of his prophecies was even questioned by the most serious and broad-minded thinkers of the epoch just prior to the war. At the dedication of the Attleboro Armory, December 10, 1910, when the governor of Massachusetts and various members of his staff, as well as a large group of military men were present, Colonel Bigney voiced a comprehensive outline of his beliefs with regard to world peace and the necessity for armed preparedness on the part of the nation. Although very few hearers agreed with his words, none doubted his absolute seriousness, and subsequent history made his words of more than passing significance; they were in part as follows: 'It is a singular coincidence that this very moment, while we are dedicating this great armory to war for the purpose of training men to fight, that Andrew Carnegie is erecting a magnificent building at the Hague, where all questions of dispute between nations are to be settled, and also giving millions toward bringing about that era which has so long been hoped for, "Peace on earth, good will toward men." It is well that we are making an effort in a small way to prepare for emergencies. The most of you may not agree with me, from the fact that at the present moment there is a feeling and sentiment throughout the land that there will be no more wars, that the great differences between nations will be settled by arbitration. This to my mind, is impossible. The warring nations of the earth have been spending hundreds of millions of dollars, each preparing to destroy the other. There can be no "Peace on Earth" until that spirit of conquest, which is inbred and has come down to us through the ages, and is still alive in the human breast, is thoroughly cowed. The boy in the school yard, if he feels he is a little bigger than his fellow, will attack him and rob him of his possessions. This same spirit of conquest is alive in the breast of humanity today. There will be in the near future one of the most terrific combats between nations the world has ever seen or dreamed of, the destructive engines of warfare which are the products of the greatest geniuses of the ages must and will be tried out, from the clouds and under the water, on land and sea will come forth the most deadly missiles of destruction that the world has ever conceived of. The outcome will be so appalling and so dreadful in its destructiveness that it will astound and stagger humanity, and when the smoke has cleared away perhaps the civilized world will cry out "Enough. Enough." Then it may be possible that all future differences between nations will be settled by arbitration, which will be the beginning of that era which we have all

hoped and prayed for. If I am correct in my deductions, then I want to say to you, my fellow citizens, that this great and resourceful nation, in its unpreparedness to protect its own interest, will face a humility unthought of. Unpreparedness invites disaster, preparedness prevents it. It costs a whole lot more to get out of trouble than it does to keep out of trouble. Therefore the time is opportune to begin this preparedness. Think it over.'

"The republican party has always commanded the unswerving allegiance of Colonel Bigney, and in his leadership republican circles in Massachusetts have found a strongly beneficent force. He has filled many important commissions, but the party looks forward toward his acceptance of even higher positions and feels that the nation has need of his activities in largely responsible offices. Colonel Bigney was delegate-at-large at the national republican convention in 1908 and his services on that occasion were only an augur of the later brilliant achievements which have made his name one of lasting significance to the commonwealth of Massachusetts. Colonel Bigney's choice of recreative interests is travel, and he has spent many months in various parts of the world, seeking out-of-the-way places, as well as enjoying the well worn lanes of travel. The hardships of exploration have no terrors for him, and some years ago he spent considerable time in an expedition through South America up to the Rio Congo river. He is intimately familiar with the Panama Canal zone and has motored through many of the states of his own country. He has traveled in England, France, Germany, Switzerland, Holland and other countries in Europe."

With the passing years the interest of Colonel Bigney in the vital problems and issues of the day continues and his influence is of beneficial and far-reaching effect. He was very active during President Hoover's campaign and made many speeches in support of the republican candidate over the radio as well as at meetings held by his party. Alert to every indication that has to do with trade conditions and the consequent prosperity of the country, Colonel Bigney is familiar with facts that many others pass heedlessly by.

WILLIAM HENRY BALLARD

William Henry Ballard, president and treasurer of the William H. Ballard Company, a Massachusetts corporation handling real estate, brokerage and the management of property used for business purposes, also has other important business and financial connections which have well established him as one of the representative business men of Boston. Born in Lexington, Massachusetts, on the 31st of January, 1879, he is a son of Francis Edward and Ellen (Conant) Ballard. He was graduated from the Lexington high school with the class of June 15, 1895, and afterward attended the Burdett Business School. He then turned his attention to



W. S. Ballard.

the business of handling of real estate, brokerage and building management in Boston and through the intervening years has built up an enterprise of extensive proportions. His company acts as agent for many of the large business buildings in Boston and vicinity and in fact represents a number of important concerns in this particular in New England. Today the William H. Ballard Company, of which he is president and treasurer, has a large clientele and the business has become one of the foremost in its line in this section of the country. Mr. Ballard is also president and treasurer of the Boston District Steam Company, a director of the Lexington Cooperative Bank and a trustee of the Home Savings Bank. He meets intricate business conditions with the forcefulness and resourcefulness that come from broad experience and long training in a particular field and his activities are always crowned with successful achievement.

On the 16th of November, 1904, Mr. Ballard was married in Lexington to Miss May Bigelow, of Concord, Massachusetts, and they now have two children, Eleanor and William Stevens. Mrs. Ballard holds membership in the Old Belfry Club of Lexington and the Woman's City Club of Boston. The family attends the Christian Science church in Lexington and Mr. Ballard is also well known through his club connections, having membership in the University and Exchange Clubs of Boston, the Old Belfry Club of Lexington, and in the Masonic lodge, with which he has been identified since 1900. He is also a member of the Boston Real Estate Board and the National Association of Building Owners and Managers and thus he is always in close touch with the most progressive methods of his business contemporaries. In community affairs he manifests a deep and helpful interest and from 1926 until 1929 served on the board of selectmen of his native town.

EUGENE BARRY

Eugene Barry, well known in leather trade circles as senior partner in the firm of Eugene Barry & Sons, Inc., has passed the eighty-sixth milestone on life's journey, his birth having occurred in Lynn, Massachusetts, October 12, 1843. His father, Darius Barry, who was also a leather manufacturer, married Jane Clark.

Their son, Eugene Barry, attended the public schools of his native town and was graduated from the Lynn high school. Coming of a family closely identified with the leather industry, it was but natural that when he started out in the business world he should direct his efforts into the same line. In 1867 he entered the employ of his uncle, Charles G. Clark, a leather manufacturer of Lynn, and closely applied himself to a mastery of the business in all of its phases. Starting out for himself in 1872, by reason of his experience, laudable ambition and enterprise, he had become within a few years one of the leading goatskin manufacturers of the district. In 1898 he removed to Milwaukee, Wisconsin, where he was

associated with the Pfister-Vogel Leather Company, with which he remained for a number of years, and during that time sponsored and developed a new leather called velours calf.

With his return to the east in 1902, Mr. Barry settled in Ayer, Massachusetts, where he organized the Eugene Barry & Sons Company, admitting his sons, Eugene S. and Theodore W., as partners in the business, which has flourished continuously during the intervening period, bringing a measure of success that has enabled the father to retire from active management, although his influence is still felt in the policies of the company, which from the first has maintained a high place in commercial circles by reason of the quality of its output and the standards which have been followed in dealing with the public.

On the 26th of September, 1870, at Sebac, Maine, Mr. Barry was married to Miss Lucy Wyman, a daughter of Theodore and Caroline (Ford) Wyman. They became the parents of three sons: Frederick, born February 13, 1876; and Theodore W. and Eugene S., who became associated with their father as partners in the business, which they still carry on under the name of Eugene Barry & Sons, Inc., the present style having been adopted in 1928.

Throughout his entire life Eugene Barry has recognized and fully met the duties and obligations of citizenship and while living in Lynn became an active factor in the promotion of various community enterprises. His interest in the cause of education was manifest in his service on the school committee of Lynn for a number of years. He was also a director of the First National Bank of that city and served as president of the Oxford Club. He has always found keen pleasure and enjoyment in reading and has largely devoted his leisure hours to literary pursuits, writing from time to time for his own satisfaction. He is a man of broad knowledge and liberal culture with a keen appreciation of the best writings which the ages have produced, and his richly stored mind makes him an interesting conversationalist.

THEODORE W. BARRY

The name of Barry is synonymous with enterprise and integrity in manufacturing circles of Ayer, where for an extended period Theodore W. Barry and his brother, Eugene S. Barry, as partners of their father have carried on leather manufacturing, the business now being conducted under the name of Eugene Barry & Sons, Inc. It was in Lynn, Massachusetts, that Theodore W. Barry was born September 8, 1877, and while spending his youthful days in the home of his parents, Eugene and Lucy (Wyman) Barry, he pursued a public school education. He then was engaged in the shoe business at Lynn for six years and in 1902 the firm of Eugene Barry & Sons was formed. This name was retained until 1928, when the style was changed to Eugene Barry & Sons, Inc. As manufacturers of

leather the company enjoys an enviable reputation, never deviating from the high standards which they set up when they established the business. The years have chronicled a steady expansion in their trade and their success has been gratifying.

At Lynn on the 3d of October, 1905, Theodore W. Barry was married to Miss Sarah Barter Didham, a daughter of James C. and Anne Didham, and they make their home in Ayer. They have two children: Theodore, who was born June 22, 1906, and was graduated from Amherst College with the class of 1927; and Lucy Wyman, who was born January 7, 1912, and is a student at Randolph-Macon Woman's College, Lynchburg, Virginia.

Like his brother, Theodore W. Barry is a Mason and a loyal follower of the teachings of the craft. He belongs to Caleb Butler Lodge, F. & A. M.; Bancroft Chapter, R. A. M.; and in the consistory has attained the thirty-second degree of the Scottish Rite. In religious faith he is a Unitarian, attending the church of that denomination in Ayer. As a member of the board of trustees of the public library, as a member of the board of trade and as one of the trustees of the North Middlesex Savings Bank he has contributed in substantial measure to the welfare, growth and improvement of his community, and while his business affairs make heavy demands upon his time, he has always found opportunity to assist in the furtherance of plans for the general good.

EUGENE S. BARRY

A lifelong experience in leather manufacturing has brought Eugene S. Barry a knowledge of this line of business which enables him to speak with authority upon almost any question connected therewith. For a number of years he has been a partner in an enterprise that was conducted under the style of Eugene Barry & Sons until 1928, when the name was changed to Eugene Barry & Sons, Inc. This constitutes one of the chief business interests of Ayer and since its inception the trade of the house has steadily grown and developed.

Eugene S. Barry was born in Lynn, Massachusetts, August 11, 1879, one of the three sons of Eugene and Lucy (Wyman) Barry. At the usual age he entered the public schools and in 1902 went west to Wisconsin, where he became associated with his father in leather manufacturing. After a few years spent in Milwaukee he returned to the east and was made superintendent of the American Hide & Leather Company at Danvers, Massachusetts. While acting in that capacity he familiarized himself with every phase of the business and when he had gained an intimate knowledge thereof he joined his father in Ayer as a partner of Eugene Barry & Sons, organized to manufacture leather. His attention has since been given to the conduct and development of the business, which has become a prosperous enterprise of Ayer, furnishing employment to a

large number of workmen and constituting an important factor in the prosperity of the community.

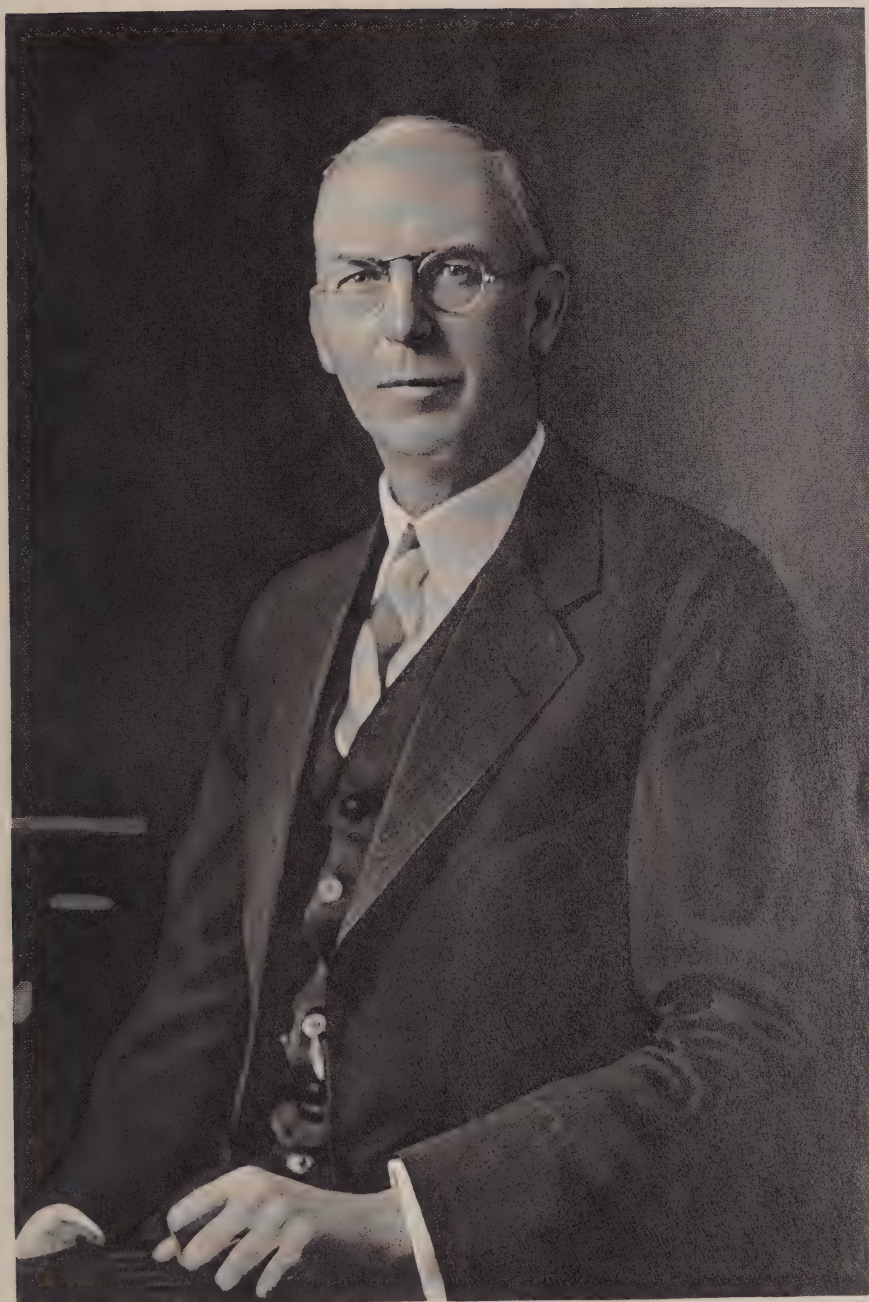
Mr. Barry was married June 20, 1912, to Miss Rachael Osgood, a daughter of George G. and Emma (Cate) Osgood, of Ayer, and the children of this marriage are Alexander, who was born March 5, 1913; and Jane Elizabeth, born November 17, 1919.

Mr. Barry has always been interested in community welfare and served for a decade as a member of the board of health of his town and was largely instrumental in securing the services of a public health nurse in Ayer who acted under the direction of the board of health in public health matters and in furnishing nursing service to the people of the community. During the World war he was a member of the public safety committee of Ayer and was fuel administrator for the town, also acting as chairman of the Ayer chapter of the American Red Cross Society, which position he still holds. He was treasurer of the Boy Scout organization in Ayer and he formerly served as president of the board of trade. He is a trustee of the Community Memorial Hospital and chairman of its executive committee. In a word, he cooperates in every project calculated to benefit the district and gives earnest support to those measures which are a matter of civic virtue and of civic pride. He and his family attend the Unitarian church and he also holds membership in Caleb Butler Lodge, F. & A. M., and in Bancroft Chapter, R. A. M. Practically his entire life has been passed in Massachusetts, where he is a well known and highly respected representative of leather manufacturing interests.

BENNET BERI BRISTOL

Bennet Beri Bristol, treasurer of The Foxboro Company of Foxboro, Massachusetts, is not only connected with manufacturing interests but is also a well known figure in financial circles as president of the Foxboro National Bank and as a director of the Citizens & Manufacturers National Bank of Waterbury, Connecticut. Resourceful in business affairs, he is ready for any emergency and any opportunity and through an orderly progression he has reached his present place of prominence in his community.

Mr. Bristol was born in Naugatuck, Connecticut, May 3, 1868, a son of Benjamin Hiel Bristol. After attending public and private schools he entered the Stevens Institute of Technology at Hoboken, New Jersey, as a member of the class of 1893 and following his graduation he became associated with his father and his brothers in manufacturing. In 1908 the business was organized under the name of the Industrial Instrument Company but in 1914 the style was changed and the business incorporated under the laws of Massachusetts as The Foxboro Company, of which B. B. Bristol became the treasurer and so continues. His value in business management has been demonstrated in the success which has attended



B. B. Bristol

the enterprise and his recognized ability has led to his cooperation being sought in the financial circles in which he now figures.

At Winsted, Connecticut, on the 28th of June, 1898, Mr. Bristol was married to Miss Gertrude Allyn Rexford and they have become the parents of six children: Mary Louise, who is the wife of Robert Norman Vincent; Helen, the wife of Corydon S. Fuller; Rexford, who married Miss Margaret Chickering; Pauline, Margaret, and Evelyn. That Mrs. Bristol comes from an ancestral line of long connection with America is indicated in the Bethany Congregational church. He has served his community in political problems of the day is manifest in her connection with the Women's Republican Club. Both Mr. and Mrs. Bristol hold membership in the Bethany Congregational church. He has served his community in public office, having been a selectman of the town of Foxboro from March, 1920, until March, 1923. He is also well known in club circles, having membership in the Mansfield Rotary Club, of which he was president from October, 1928, to July, 1929, the Franklin Country Club, the Walpole Country Club, the Woods Hole Golf Club, the University Club of Boston and the Boston City Club. In this list is indicated something of the nature of his recreation whereby he maintains that physical fitness and mental alertness which must always precede ascendancy in the business world.

FRANK BULLARD KENNEY

Frank Bullard Kenney, president of the T. C. Entwhistle Company of Lowell, engaged in the manufacture of "quality equipment" for textile mills, was born March 19, 1865, in Greenville, New Hampshire, and completed his education by graduation from the Appleton Academy at New Ipswich, New Hampshire, whereupon he initiated his business experience by spending four years in the employ of J. T. Fanning, an architect and engineer of Manchester, New Hampshire. Removing to Lowell, Massachusetts, in October, 1888, he became draftsman in the Kitson Machine Shop and later was a traveling salesman for this organization.

In March, 1903, Mr. Kenney became identified with T. C. Entwhistle Company as general manager. This company was organized in 1886 and incorporated in 1901, for the manufacture of warping and beaming machinery, by Thomas C. Entwhistle, who died in 1902. Mr. Kennedy remained in charge as general manager up to the time of Mrs. Entwhistle's death in 1922, at which time he acquired possession of the company. Subsequently he took in Clarence R. Howe and Marshall F. Cummings as partners.

Under the ownership of Mr. Kenney the business has grown enormously and is recognized as manufacturing quality equipment for the textile trade. The business has reached very gratifying proportions, which

shows that the output is entirely satisfactory to the patrons. In addition to his manufacturing interests, Mr. Kenney is a director of the Lowell Morris Plan Bank and of the Lowell Co-operative Bank.

On the 1st of January, 1890, in Milford, New Hampshire, Mr. Kenney was married to Faustina A. Otis, of Hillsboro, New Hampshire, who is descended from one of the old New England families, as indicated in the fact that she is a daughter of the American Revolution. She is also active in the Middlesex Woman's Club and in church work. Both Mr. and Mrs. Kenney hold membership in Grace Universalist Church. He makes fishing his major form of recreation, finding delight in visiting those streams in which the finny tribe abounds. He is both a York and Scottish Rite Mason, has held various offices in the order and is a past commander of Pilgrim Commandery, No. 9, K. T. Thoroughly in sympathy with projects for the public good, he became a charter member of the Rotary Club, and he was one of the first to endorse and support the Community Chest. He has membership in the Vesper Country Club, in the Yorick Club and in the Engineers Club of Boston, but foremost, he is an enterprising business man, alert to the opportunities presented, and winning his success through methods which neither seek nor require disguise.

SADLER BROTHERS, INC.

For more than sixty years the institution now conducted under the name of Sadler Brothers, Inc., has been an important factor in South Attleboro's commercial advancement and prosperity. The business was founded about 1865 by George W. Sadler, who was born in the old town of Attleboro and moved to South Attleboro in 1863, opening a small shop in which he made jewelry, buttons, chains, etc. Owing to the rapid growth of his trade he decided to increase the scope of his activities by enlarging the factory and in 1863 admitted Albert Sadler to a partnership. Sadler Brothers were the proprietors of the concern until the death of Albert Sadler, which occurred about 1876, and George W. Sadler continued the business until 1884, when he passed away. It was then taken over by his two sons, Herbert A. and Charles E. Sadler, who were thus associated for five years, or until the death of the latter in 1889. When Thomas G. Sadler, a son of George W. Sadler, joined his brother, Herbert A., and became a partner in 1899, they continued the enterprise on a partnership basis until June, 1926. At that time Thomas G. Sadler purchased the interest of his brother and changed the name of the business, adopting the present form of Sadler Brothers, Inc. They have a modern plant, well equipped for the manufacture of novelties in metal and celluloid for the jewelry, millinery and dress trades, and recently added radio supplies to their products, which are distributed over a wide area. Arthur H. Hillsinger has become a stockholder in the business and the New York repre-

sentative of the corporation, whose offices in that city are located at 366 Fifth avenue.

Thomas G. Sadler, the executive head of the company, was born in South Attleboro, October 22, 1871, a son of George W. and Melissa (Drake) Sadler. His education was acquired in the public schools of his native city and at the age of seventeen he entered his brother's business, first serving an apprenticeship in the shop. After mastering the technical phases of the industry he assumed the responsibilities of an executive and has devoted more than forty years to the business. In its control he brings to bear the poise, wisdom and decisiveness which result from broad experience and has greatly enlarged the scope of the business, while at the same time he steadfastly adheres to the policy of honorable dealing instituted by the founder of this old and reliable house.

On the 23rd of November, 1893, Mr. Sadler was married to Miss Mary Wilson, of South Attleboro, and they have become the parents of three children: Olive, the wife of Charles Johnson, a member of the firm of Sadler Brothers, Inc.; Thomas G., Jr., who is identified with his father's business; and Phyllis, the wife of William Monroe, who is connected with the United Fruit Company.

Mr. Sadler is a thirty-second degree Mason, belonging to Bristol Commandery, K. T., and is also a Noble of Aleppo Temple of the Mystic Shrine. He enjoys the sport of fishing but never neglects his business, and his prosperity is the legitimate reward of a life of tireless activity and rightly directed endeavor.

JAMES WILLIAM SPENCE

At the time of his death in 1925, James William Spence was the senior partner in the Rockland Welting Company of Rockland. He had continuously been identified with some phase or other of the leather trade from early youth and as his experience broadened and his efficiency increased he advanced steadily into prominence in his chosen field. He was born in Rockland, January 4, 1862, a son of John and Ann (Foy) Spence. The public school system of the community accorded him his educational opportunities and on the completion of his high school course he was chosen to deliver the valedictorian address as a member of the graduating class of 1880.

Mr. Spence at once started out in the business world in connection with his father's concern—a leather business which had been established by John Spence in 1875 under the name of John Spence & Company, and it is now the oldest of the kind in Plymouth county. Thus continuously from 1887 until his life's labors were ended James W. Spence was prominent as a leather merchant. For some time he was associated with his two brothers, John J. and William H. Spence, in the conduct of the business and the house became well known to the leather trade. James W. Spence

also became associated with other interests. For a number of years he was officially connected with the Stone Leather Company, then of Brockton, Massachusetts, and he became treasurer of the Albert Culver Company, dealers in coal and grain at Rockland. He served as president of the Rockland Trust Company, was a director of the Liberty Mutual Insurance Company and a trustee of the Rockland Savings Bank.

On the 17th of November, 1887, in his native city Mr. Spence married Miss Helen Caroline Cashman, a daughter of James and Catherine (Long) Cashman. The six children of this marriage are: John Frederick, who was born November 21, 1888; Catherine Madeline, born December 30, 1891; Angeline, born April 18, 1895; Mary Cashman, Helen Carolyn and James William, Jr.

Both Mr. and Mrs. Spence held membership in the Catholic church, and he was well known in social and fraternal circles, belonging to the Knights of Columbus, in which he was a grand knight, the Boston Athletic Association, the Wollaston Golf Club and the Scituate Golf Club. He likewise held membership in the Rockland Commercial Club and was interested in all activities which had to do with the business development and consequent prosperity of his community. His worth was widely acknowledged and all who knew him entertained for him high regard.

COLONEL JOHN F. SPENCE

Colonel John F. Spence, a manufacturer of welting at Rockford, is of the third generation of the family carrying on business in this line, so that the name of Spence is closely associated with the commercial progress and consequent prosperity of the city. He was born in Rockland, November 21, 1888, a son of James W. and Helen (Cashman) Spence. When he had completed the high school course of study in his native city he matriculated in Harvard University and gained his Bachelor of Arts degree at his graduation in 1910, while the Master of Business Administration degree was conferred upon him in 1911. He has the honor of having won the first degree with the highest distinction ever issued by the Harvard Graduate School of Business Administration. In 1911 he engaged in the banking business in Boston, spending two years with Fitzgerald, Hubbard & Company, and in 1913 he returned to Rockland, where he became identified with his father in the welting manufacturing business. In 1915 he was admitted to a partnership and upon the death of his father in 1925 he became manager. In July, 1928, James W. Spence, Jr., was admitted to a partnership. The company concentrates on the manufacture of welts and employs about fifty workmen at the Rockland plant and about twenty in its plant at Milwaukee, Wisconsin. Its products are shipped to various parts of the world, including New Zealand, South America and the European continent. In addition to his connection with this business Colonel Spence is treasurer of the Albert Culver Company,



John F. Spencer

dealers in coal and grain, is a director of the Rockland Trust Company and a member of the board of investment of the Rockland Savings Bank.

He gained his military title during the World war. He was commissioned a captain in September, 1917, was sent overseas a month later, and in October, 1918, was advanced to the rank of major, becoming a lieutenant colonel in January, 1919. He returned to his native country July 13, 1919, after twenty-one months of active service with the Quartermaster's Corps on foreign soil. He had charge of all concentrated salvage work in the beginning and for his efficiency along that line was complimented by General Pershing, who spoke highly of the systematic manner in which the work was carried on. Colonel Spence was also asked to prepare a booklet upon the subject and this was done.

On the 16th of April, 1925, Colonel Spence was married to Miss Grace Joyce, of Brockton, Massachusetts, and they have two children, John F., Jr., and Robert Joyce, who with their parents occupy a pleasant home in Rockland.

Colonel Spence is a member of the Harvard Club of Boston, the Benevolent Protective Order of Elks, and is a director of the South Shore Country Club, while of Weymouth Hospital he is a trustee. He takes a keen interest in all matters of progressive citizenship, just as he does in the development of his business affairs, and he has contributed to progress along both lines.

ARTHUR L. LEWIS

Among the machine builders of Massachusetts is numbered Arthur L. Lewis, one of the organizers of the Lewis-Shepard Company of Watertown, Massachusetts, and Crawfordsville, Indiana, with branch production units also at Aurora, Canada; Bradford, England; and Paris France. The company is engaged in the building of portable elevators, elevating trucks, skids and packs, and Mr. Lewis has been president from the beginning. He was born at Lakeport, New Hampshire, in June, 1885, and is a son of Orrin H. and Dora E. (Yeaton) Lewis, who were also natives of Lakeport. In the acquirement of his education the son attended the public schools of Laconia, New Hampshire, and afterward entered Dartmouth College, being numbered among its alumni of 1908. He first entered the financial field by becoming a bond salesman in Boston and he also followed the same line in Springfield, Massachusetts, the two periods covering about three years. He was afterward manager for approximately the same length of time of the Cowan Truck Company of Holyoke, Massachusetts, and on the 3d of April, 1915, he became one of the organizers of the Lewis-Shepard Company. He assumed the presidency of the company and under his guidance the business has shown a steady and gratifying growth, being today the largest of its kind in

the world. During the World war period the company was active in war work, of which Mr. Lewis had charge at the factory.

In Socorro, New Mexico, on the 1st of June, 1911, was celebrated the marriage of Arthur L. Lewis and Miss Caroline Hilton, of that place, and their family now numbers three children: Caroline E., seventeen years of age, and Virginia M., fifteen years of age, now students in the Emma Willard School at Troy, New York, where they are pursuing a course preparatory to entering Wellesley College; and John H., a youth of ten years, attending the country day school of Newton.

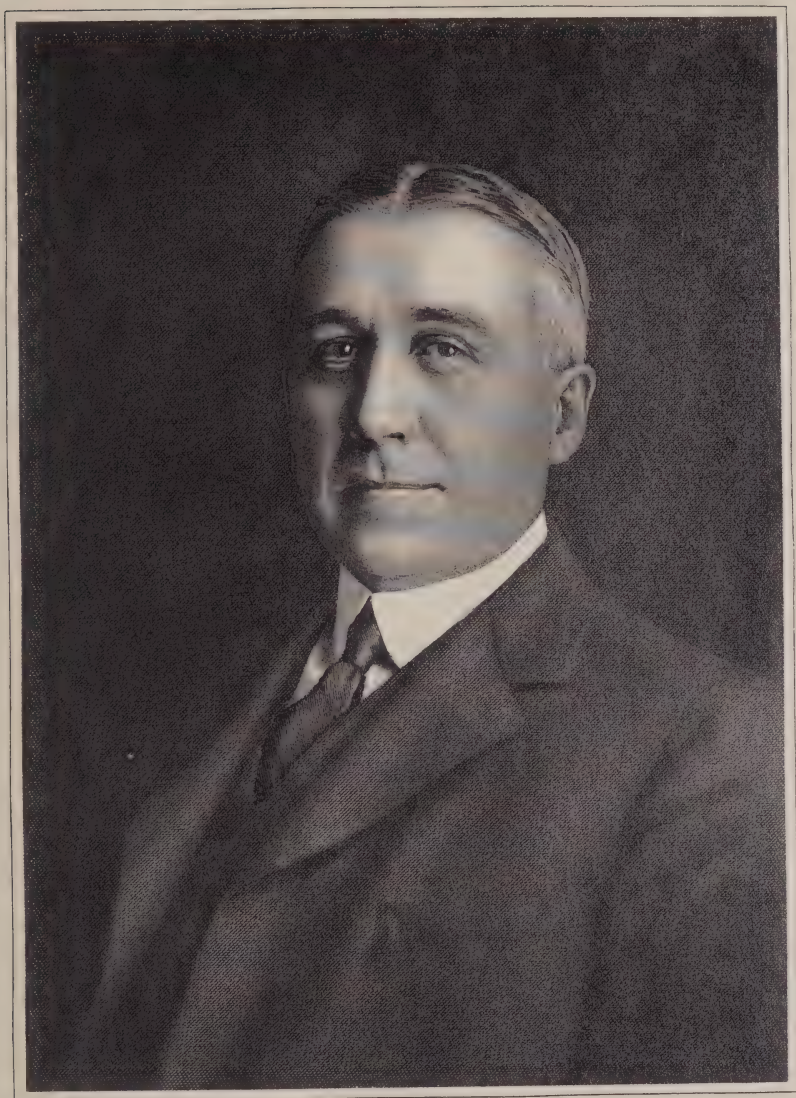
Mr. Lewis is of the Unitarian faith. His social nature finds expression in his connection with the Charles River Country Club and the University Club of Boston, The Dartmouth Club, and Phi Gamma Delta Club of New York city. He has served as president of the Dartmouth Club of Newton and vice president of the Dartmouth Alumni Association of Boston, and is president of Watertown Chamber of Commerce and president of Watertown Rotary Club. These connections indicate his interest in civic matters and in public progress and he does all in his power to stimulate general advancement.

CHARLES ARTHUR ROOT

In the beautiful little town of Uxbridge is situated the manufacturing plant of the Uxbridge Worsted Company, Inc., of which Charles Arthur Root is treasurer and which has conducted a profitable business through many years. He also has other important financial and business interests and he is accounted one of the most public-spirited and progressive citizens of Worcester county. He was born in Ludlow, Massachusetts, September 11, 1874, and is a son of Charles Benjamin Jencks and Annie (Atchinson) Root. After attending the public schools of Charlestown, Massachusetts, he spent one year as a high school pupil in Chelsea and at the age of fifteen years he obtained a position with a dealer in meats at Groton, Connecticut. After a short time, however, he entered the employ of a wholesale hardware firm of Philadelphia, Pennsylvania, with which he continued for about a year.

In 1892 Mr. Root returned to Uxbridge, where he was employed by the Calumet & Hecla Woolen Company, working in the office for a year and then going into the mill to acquaint himself with the practical processes of woolen manufacturing. He worked in every department through a period of four years, then specialized on designing and for five years, or until 1900, was chief designer with the Calumet Company.

In 1900 he embarked in business on his own account under the name of the C. A. Root Company, at which time he took over an old mill long out of use and sadly in need of repair. Men wise in the textile trade bemoaned the fate that awaited the young man who had the audacity to attempt manufacturing under such conditions and with practically



Charles A. Root

no capital. In spite of all handicaps, however, he succeeded in manufacturing a grade of cotton worsteds never before produced in Uxbridge. In 1904 he established the present company as a subsidiary organization under the name of the Uxbridge Worsted Company and from its inception it has been a profitable undertaking. The panic of 1907 gave him a severe setback and he lost control of the parent company—the C. A. Root Company. However, obstacles and difficulties in his path have seemed to serve but as an impetus for renewed effort on his part. In his vocabulary there is no such word as fail and something of his determined purpose, leading to notable success, is manifest in the fact that while at the beginning he had twenty-five employes there are now two thousand operatives in his mills. In 1908 he retired from the first company and has since devoted his entire time and attention to the Uxbridge Worsted Company, Inc. of which he became treasurer and manager and so continues. He now controls an extensive enterprise that features as one of the chief sources of the growth and prosperity of Uxbridge. He is also president of the Blackstone National Bank, is the owner of a valuable estate and farm property and is a director of the Blackstone Valley Agricultural Society.

On the 12th of October, 1898, Mr. Root was united in marriage to Jane Frances Wheelock, of Uxbridge, and they are the parents of two daughters and a son, mentioned below. Dorothy, born July 15, 1899, pursued her education in the grade and high schools of Uxbridge and at Oaksmere, Mrs. Merrill's school for girls at Mamaroneck, New York. She is the wife of Harold J. Walter, superintendent and manager of the Uxbridge Worsted Company. Deborah Root, whose natal day was October 27, 1904, also attended grade and high schools of Uxbridge and is a graduate of Dana Hall of Wellesley, Massachusetts. Charles A. Root, Jr., born April 6, 1907, attended the grade and high schools of Uxbridge and also spent one term as a student in the University of Colorado. The last named is now in his father's mill. Mrs. Root is a past regent of Deborah Wheelock Chapter of the Daughters of the American Revolution.

Mr. Root is a past grand of Uxbridge Lodge, I. O. O. F., and he has attained the thirty-second degree of the Scottish Rite in Masonry and is a member of Aleppo Temple of the Mystic Shrine. He also has membership in the Benevolent and Protective Order of Elks, in the Worcester Club, the Worcester Country Club and the Unitarian church. His political endorsement has always been given to the republican party and in matters of citizenship he measures up to the highest standards. For twenty-seven years he has served on the Uxbridge school board and was a member of the board of selectmen from 1914 until 1919, acting as chairman during the last two years. He took an active part in all war drives and in the Red Cross work and he has recently served on the tariff committee of the National Association of Manufacturers in Washington, D. C.

A notable work, and one of which Mr. Root has every reason to be proud, was that which he did as chairman of the committee that made the plans for the Uxbridge bi-centennial celebration which was held

in June, 1927. In that connection he made a visit to Uxbridge, England, where he extended to the city an invitation to attend the bi-centennial of his home town, and on that occasion the mother town was represented by Charles E. King and George P. Ashby. The celebration lasted for three days and had many attractive features, one of which was the reproduction of the first old town meeting of Uxbridge, which was held June 27, 1727, at the Cornet John Farnum home that through the generosity of the Uxbridge Worsted Company, the present owners, has been restored as far as possible to the original condition in its interior furnishings and decorations. The old chimney, with its numerous fireplaces, still occupies a ten-foot square in the center of the house and its various rooms have been furnished with historic pieces of furniture. The meeting as nearly as possible was an exact reproduction of the original one, even to the voting of the widow Taft, impersonated by Mrs. William A. L. Bazeley, who was the first woman to be accorded suffrage not only in Uxbridge but in the country. At one of the celebration meetings the assemblage was addressed by several state officials as well as by its distinguished guests from Uxbridge, England. One of the purposes of the celebration, as promoted by Mr. Root, was the cementing of a friendship between the American and English towns bearing the same name and recently, in 1929, Mr. and Mrs. Root paid a visit to the mother country, where at Uxbridge a public reception was held for them, showing that the spirit of international friendship has been greatly promoted.

In summer Mr. Root's hobby is yachting and in winter he spends many a delightful hour in fishing in Florida waters, he and his wife making annual pilgrimages to the peninsular state of the south. His life history contains much that is exemplary in citizenship as well as in business life and what he has accomplished as a manufacturer makes his record of inspirational value to others, showing what may be achieved in the face of difficulties when determined purpose and laudable ambition lead the way.

MERRIMAC CARD CLOTHING COMPANY

The Merrimac Card Clothing Company of Andover was established and incorporated in 1920 by Henry D. Rockwell. The business was started with a capital of twenty thousand dollars, which has since been increased to seventy-eight thousand dollars, and the present officers are: Frederick H. Jones, president; A. A. Zayotti, vice president; Henry D. Rockwell, treasurer; and Julius Rockwell, clerk. The company manufactures card clothing and Napper clothing and its products are sold and shipped all over the country. The plant is equipped with the latest and most improved machinery, which was brought from England, and the company is now installing eleven new machines made in Germany. The factory is operated overtime to meet the demands of a growing trade. There has

been a steady, gradual and substantial increase in the business from year to year.

Frederick Redman, formerly with the Davis & Furber Machine Company, has become a stockholder in the Merrimac Card Clothing Company and will manage the factory end of the business, bringing to the position broad experience and accurate knowledge.

HENRY D. ROCKWELL

Henry D. Rockwell, treasurer of the Merrimac Card Clothing Company of Andover, was born in Pittsfield, Massachusetts, September 6, 1876, and is a son of Francis W. and Mary Gilbert (Davis) Rockwell. The father was a lawyer and a well known political leader of this state, having represented his district in congress for four terms, while he also served in the state legislature, both as senator and representative, thus having much to do with shaping the laws of the commonwealth and of the nation. He died in June, 1929, at the advanced age of eighty-five years.

Henry D. Rockwell pursued his education in the public schools of his native city and in the Eastman Business College of Poughkeepsie, New York, after which he attended the night sessions of the Lowell Textile School and gained the thorough preliminary training which qualified him for the line of work which he took up. He was first employed by Robbins, Gammell & Company of Pittsfield for a period of two years and in 1899 he became associated with the Davis & Furber Machine Company, with which he remained for twenty-three years, becoming a stockholder and director in the company. Believing, however, that he could more directly benefit himself by engaging in business independently, he resigned and organized the Merrimac Card Clothing Company, in which connection he has built up a very large business. This company is engaged in the manufacture of card clothing and Napper clothing and their patronage is growing year by year.

Mr. Rockwell has not confined his attention merely to his business interests but has recognized the duties and obligations as well as the privileges of citizenship and has worked earnestly for the political principles in which he believes. For twenty years he was a member of the North Andover republican town committee and for two terms of one year each was a member of the republican state committee, while for six years he served on the executive committee of the Republican Club of Massachusetts and is now one of its vice presidents. For two terms he was chairman of the board of selectmen of North Andover and in 1926 was elected to the state legislature for a term of two years, during which he served on the committee of labor and industry and also on the special Reading investigating committee. He was also the North Andover councillor of the Essex Club, which is the county republican club. He never hesitates to espouse the cause in which he believes and his efforts have been most

effective in bringing about the adoption of those principles which he deems essential as factors in good government, both local and state.

On the 19th of April, 1905, Mr. Rockwell was married to Miss Frances L. Sutcliffe, of Rochester, New Hampshire, and they have three children: Henry D. Jr., Ruth W. and Robert S. Mr. Rockwell is a thirty-second degree Mason and a member of Aleppo Temple of the Mystic Shrine. He maintains the family home in North Andover, where they take a prominent part in the social affairs of the community.

SAFEPACK MILLS

The Safepack Mills, with capital of \$420,000, employ seventy-five operatives in the manufacture of water-proof paper, asphalt shingles and prepared roofing. George F. Kerr being president and treasurer, and William F. Floring, secretary of the corporation, which maintains a New York sales office at 46 Great Jones Street. This concern has enjoyed a steady growth since its inception.

The Safepack brand of water-proof paper manufactured by the concern is probably one of the best known types in the country, and is widely distributed. Safepack shingles are advertised by the concern to the extent of \$50,000 a year, and the company is one of the two producers of asphalt shingles located in New England, the other being Bird & Son, Inc., of Walpole, which produces these commodities at its Norwood plant. The Safepack Mills own ten acres of land in Millis, and the many buildings in which production is carried on are not only extensive, but are thoroughly up-to-date in layout and equipment. The officers have always stressed quality, rather than volume of production.

In 1929, the corporation was acquired by the Ruberoid Corporation, but it will continue to operate under its original corporate name as a unit of the parent concern, and with no change in personnel.

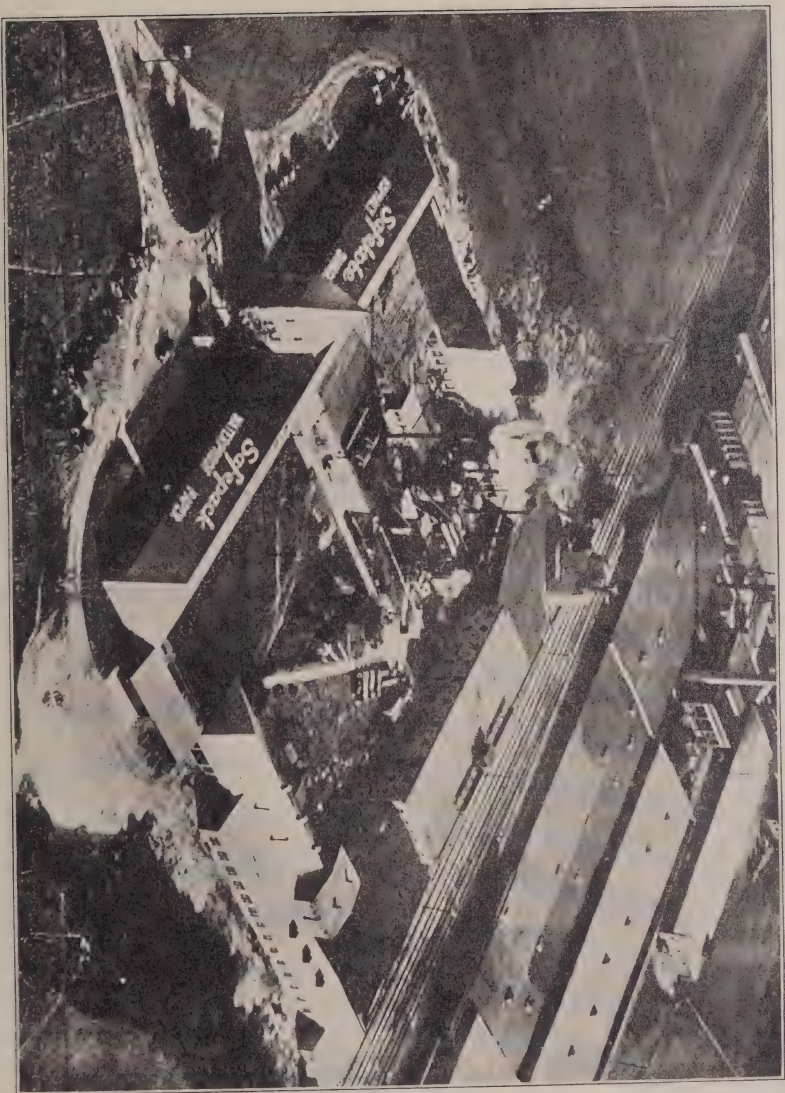
GEORGE FRANKLIN KERR

George Franklin Kerr, president and treasurer of the Safepack Mills, Inc., at Millis, Massachusetts, was born in Cambridge, this state, April 29, 1882, a son of Henry F. and Mary F. (Russell) Kerr. The father, a native of Scotland, was brought to America by his parents when but two years of age. He is now deceased, while his wife, a native of Massachusetts, is yet living.

George F. Kerr obtained a public school education and after a number of years of business experience began preparation for the bar, being graduated from the Boston University School of Law in 1912. He was admitted to the bar in the same year and practiced his profession in Boston for several years but withdrew from that field in 1918 to become



Geo F. Kerr



SAFEPAK MILLS, INC.

associated with the Safepack Mills in a minor capacity. Later he was made a director and assistant treasurer and in 1926 he purchased the entire stock of the business, remaining the sole owner until January, 1929, when he sold the assets. However, he is still at the head of this concern, which manufactures two important commodities—asphalt shingles and roll roofings. Another of the products of the plant is the Safepack waterproof paper of all kinds. The business is located at Millis, with offices in New York city. The company furnishes employment to about seventy-five people, including salesmen, and the business is developing steadily. It was incorporated in 1911 with a capital stock of about ten thousand dollars, which was increased in 1919 to five hundred thousand dollars. The present officers are: George F. Kerr, president and treasurer; Robert S. Chase, vice president in charge of sales, and Harry W. Powers, secretary.

On the 30th of June, 1913, Mr. Kerr was married to Miss Alma V. Allison and they have three children—Mary Elizabeth, Louise A. and Richard F., who with their parents occupy the family home at Newton Highlands.

Mr. Kerr is a Mason of high rank, having taken the degrees of both the York and Scottish rites, his membership being now in Cambridge Commandery, K. T., and Aleppo Temple of the Mystic Shrine in Boston. He belongs to the Woodland Golf Club and is a gentleman of liberal education and culture who, while studying law, spent his vacations abroad, whereby he became thoroughly acquainted with the customs of other countries, gaining, too, a knowledge of their art treasures and historic interest.

J. B. BLOOD COMPANY

The J. B. Blood Company, with its general offices at Lynn, is engaged in the department food store business, with sales establishments in Lynn, Salem and Malden, in addition to which the company owns and operates the Beehive Bakery and Kitchen in Lynn. Like almost all great things, the beginning of this now important enterprise was a small one. In 1881 the first little store was opened on Market street in Lynn by Josiah B. Blood, who employed one clerk at the outset, but with the passing years, owing to the steady increase in business resulting from the excellent line of goods which he handled and his reliable business methods, his four sons joined him in the undertaking and became active factors in the control of the business. The original store was housed in an old frame building, but soon more space was needed and in 1890 removal was made to a larger store on Summer street in Lynn. A further removal was made in 1896 to a new building planned and constructed by the company and constituting the first unit of what is now the main Lynn plant. In 1902 another new building was added which more than trebled the size of the

market and in 1907 the business was further expanded by the establishment of a branch store in Lynn, to care for the steadily increasing business in the eastern section of the city. In 1916 this store was transferred to a new fireproof building erected by the company on Silsbee street, designed to house a great retail food business operated on a cash and carry basis. In 1925 the company purchased and reorganized the Malden and Salem markets. The Malden establishment is undoubtedly one of the largest and best equipped cash and carry department food stores in the world. A new fireproof building was erected of simple but attractive design, with the interior equipment adequate to every demand of the business. The main floor covers nearly half an acre and is used for the sales department and receiving room. It has spotless tiled counters and walls, glass-protected and refrigerated show cases, and the floor is of red quarry tile, which with the marble base of the walnut counters and the ivory tile of the other counters and of the lower walls, set a standard of cleanliness that is maintained throughout the whole establishment. Each selling unit of the business is served by hydraulic elevators from a supply and storage room located directly under it in the basement. There is an attractive display of appetizing food brought together from all parts of the world and in every particular the Malden market is the last word in a thoroughly modernized food sales establishment.

Another feature of the business of the J. B. Blood Company is a great new bakery, known as the Beehive Bakery and Kitchen at Lynn, where are daily produced enormous quantities of bread, rolls, cakes and pastry of every variety. Here again the equipment is thoroughly up-to-date, the latest improved machinery has been installed and the highest ideals of sanitation and cleanliness are ever maintained. Moreover, the most adequate methods have been introduced in handling the great food supplies of this bakery and of the various markets of the company. In the bakery is a seventy-foot traveling plate oven with a wonderful line of accompanying automatic machinery, capable of producing three thousand five hundred pounds of bread of the finest quality every hour. By automatic appliances the ingredients for the bread are filtered, sifted, weighed, measured, warmed, mixed, kneaded, moulded, raised, placed in the pans, baked, cooled and delivered to the wrapping machines in a continuous process that produces the finest bread at a minimum cost. The pressing of electric buttons controls the whole mechanical process. On the top floor of the bakery is a large, light and airy kitchen where, by means of the latest and best machines, electric roasting ovens, electric cooking ranges, and steam jacketed kettles, are prepared all the delicious cooked foods sold at the delicatessen counters of the markets of the company. There are still other mammoth rooms devoted to making pie fillings, frostings, doughnuts and crullers, and one entire floor is devoted to pies, cakes and pastries.

The growth of the business of the J. B. Blood Company has been continuous and the trade is now one of mammoth proportions. Some of the most important advances in methods of handling foods were originated and developed in the Lynn markets of the company, and the quality of the

goods offered, combined with low prices made possible by large direct purchases and rapid turnover, appeal to both the most particular and the most economical housewives. Cleanliness, courtesy and cheerful service have won respect and favor for the business organization. The company maintains offices in the market district of Boston and at the fish pier, from which its buyers in the early morning deal with the local growers of market produce and make selections at the fruit and vegetable auctions and from the boats of the fishing fleet.

Another element in the success of this great business organization is the loyalty of its employes, which in turn is the outgrowth of the consideration always shown to its workers by the company. The J. B. Blood Company was among the first to introduce the weekly half-holiday and its workers have always labored under excellent conditions as to light, sanitation and all personal comforts. Thus the little business of 1881 has grown into an enormous concern, operating in three of the principal cities of the state, while its trade relations cover a very broad area.

THE RUSSIA CEMENT COMPANY

The Russia Cement Company, best known as the manufacturer of LePage's Glue, originated in a partnership between William N. LePage, a native of Prince Edward Island, and Reuben Brooks of Rockport, Massachusetts, both now deceased. In 1876 they began the manufacture of adhesives from salt fish skins, in rented premises in Rockport. Since there was on the market a product called Russia Isinglass which had acquired quite a reputation as an adhesive, LePage and Brooks decided to call their fish glue for laying up the plies of leather belting Russia Belting Cement. As this was their principal product it was natural to christen their partnership the Russia Cement Company.

In 1881 the company was incorporated and began to feel the need of larger quarters. Accordingly property was acquired in Gloucester, on which was erected the frame structure which became the nucleus of the present plant, the largest liquid glue factory in the world. At this time also, realizing the potential demand for liquid glue in household packages, the company began to pack their product in small bottles and cans, giving it the trade-marked name "LePage's Glue." Subsequent legal decisions in defense of this trade-mark have been classics to every law student. This early appreciation of the value of a trade-mark resulted in LePage's brand attaining a dominance of its field which no competition has been able to threaten. Through careful advertising and intelligent distribution policies the "LePage's" has become known all over the world and is practically synonymous with glue.

The Russia Cement Company, however, has not been content to rely on any one product exclusively. Back in the late '90s the value of mucilage and photo paste as collateral lines in the stationers and drug trades was

appreciated. Therefore LePage's Gold Medal Mucilage and LePage's Photo Paste were developed and acquired large distribution.

In 1909 a department was organized to handle animal or "hard" glues. Basing its contacts on the then novel theory that the purchaser had a right to know what he was buying, this department, without manufacturing facilities, developed a fine volume of business which it still enjoys.

Next chronologically was the creation of a writing ink to amplify and fill out the lines already developed under the LePage's brand. Here it seemed wise to devise a new trade name and "Signet" was adopted, since which time (1912), the "LePage's-Signet" family of products has had further additions such as metal polish, household lubricating oil, hand soap and show card colors, topped by the astounding growth of the latest item, LePage's Gripspreader Mucilage.

But along with the cultivating of these products whose natural distribution is through trade channels, the Russia Cement Company has not been unmindful of the importance of direct relations with large industrial consumers. Its lines of bulk liquid glues and hard glues adopted by prescription to the peculiar individual needs of its clients have been introduced wherever such products are used in industry.

The field of vegetable adhesives is a rapidly growing one. Here, too, by increasing and broadening its manufacturing scope, the Russia Cement Company has cultivated a great clientele. Dextrines and special gums are the result of careful research and accurate manufacturing processes. In personnel and facilities the Russia Cement Company stands second to none.

So in its fifty-three years of existence this company has developed from a struggling pioneer in the utilization of a by-product of the food-fish industry of Gloucester into a business of world-wide scope, drawing its supplies from the far corners of the earth and distributing its product through channels of trade and industry wherever in the world there is need for and appreciation of their outstanding merits.

CHARLES N. WINSHIP

A career of success and achievement has been that of Charles N. Winship, who began as a mill boy at the age of fourteen years and is now one of the owners of the great Harvard Knitting Mills at Wakefield, Massachusetts, owned by the firm of Winship, Boit & Company. This manufacturing concern is known throughout the country for the excellence of its product.

Charles N. Winship was born in Needham, Massachusetts, November 4, 1863, son of Francis Winship, who was born in Brookline, Massachusetts, in 1805. The family dates back to Edward Winship, who was one of the pioneer settlers of Cambridge, in 1635, and each generation has produced citizens who have contributed worthily to the communities in



Charles N. Winskip

which they lived and to the life of the nation. Francis Winship, father of Charles N. Winship, was a farmer and was engaged in that line of activity in Needham for many years. There Charles N. Winship attended the local public schools until he was fourteen years of age, when he began to earn his own way by securing a position in the Dudley Hosiery Mills, where he remained for a short time. He then widened his experience by working in the mills at Lowell, Massachusetts, for a time, and later made another change, going to Providence, Rhode Island, where he again found employment in the mills.

After a time, Mr. Winship learned that Mr. Scudder, who had served as agent for the Dudley Mills, had established knitting mills at Allston, Massachusetts, and in that establishment he found his next position. Miss Elizabeth Eaton Boit had been made superintendent of the Allston Mills, being the first woman to hold that position in New England, and probably in this country. In these mills Mr. Winship took a position and was soon advanced to the position of foreman of the knitting department, and was in line for further advancement, when Mr. Scudder decided to sell the Allston Mills. That action on the part of Mr. Scudder proved to be a turning point in the business careers of both Mr. Winship and Miss Boit. They decided to engage in the knitting business for themselves, and with that end in view formed a partnership under the firm name of Winship, Boit & Company. They had but little capital, but they both possessed an intimate knowledge of the technical details of the knitting mill business and as superintendent of the Allston Mills, Miss Boit had acquired valuable experience. Better still the two partners were fully agreed as to their policies concerning manufacturing, merchandising, and industrial relations, and both were possessed of unusual ability, youth and abundant courage. In 1888 they established the Harvard Knitting Mills at Cambridgeport, beginning with three knitting machines, five finishing machines, and a daily production of fifteen dozen garments.

A year later they removed to Wakefield, Massachusetts, and located on one floor of the Wakefield block, now known as the Taylor building. Growth was rapid and after several successive additions to available space in that building, the first unit of the present mill, with a floor space of about one acre, was built in 1896. At this time the equipment consisted of ninety-two knitting machines and eighty sewing machines, while the production was three hundred dozen daily. With larger space and increased equipment, growth continued still more rapidly and many additions and improvements, including bleaching and dyeing departments, have been made to the original unit built in 1896. In 1923 the Harvard Knitting Mills had expanded to eight and one-half acres of floor space and were operating more than five hundred knitting machines and five hundred sewing machines, with a capacity of approximately two thousand dozen garments a day, including cotton, cotton and silk, worsted, worsted and silk, men's, misses', children's, infants', and ladies' goods, with a superior line of rayon which has been recently added. The mills are built upon an acre of land in the center of the town of Wakefield, near the station of

the main line of the Boston & Maine Railroad, and are models of scientific mill construction, so built as to secure the largest possible amount of light and air. The sales department is housed in a separate building one hundred and eighty feet by fifty feet, containing three stories and a basement. The entire plant, as has already been stated, has a capacity of two thousand dozen garments per day, and Harvard Mills Merode Underwear is nationally known.

So much for the material progress of the Harvard Knitting Mills. As great as that has been, the owners of the Harvard Knitting Mills have been doing much more than building a going concern. They have never lost sight of the fact that they are dealing with human life as well as with the raw materials of manufacture. Both Mr. Winship and Miss Boit have always regarded their employes as partners in the enterprise, and have for years distributed bonuses to the workers.

In addition to his responsibilities in connection with the Harvard Knitting Mills, Mr. Winship is a member of the board of directors of the Wakefield Trust Company. Fraternally he is affiliated with the Benevolent and Protective Order of Elks and with the Knights of Columbus, and his religious affiliation is with the Roman Catholic church.

Charles N. Winship was married in 1887 to Mary E. Burke, daughter of Michael and Margaret (Maloney) Burke. Mr. and Mrs. Winship are the parents of three children: Charles F., who is engaged in the knit goods business in Cambridge; Edward N., who is sales manager for the Harvard Knitting Mills; and Walter B., production manager for the Harvard Knitting Mills. The family attend the Roman Catholic church.

ELIZABETH EATON BOIT

Elizabeth Eaton Boit, who has the distinction of being the only woman in the United States known to be actively engaged in a textile manufacturing concern, is a member of the well known firm of Winship, Boit & Company, of which she was one of the organizers. This concern occupies a position of leadership through the conduct of the great Harvard Knitting Mills at Wakefield. The company is known throughout the country for the excellence of its product.

Elizabeth Eaton Boit was born in Newton, Massachusetts, July 9, 1849, daughter of James Henry and Amanda Church (Berry) Boit, who not only celebrated but lived three years beyond their golden wedding anniversary. On the paternal side she is descended from John Boit, the American progenitor of the American family of Boit. Family tradition states that he was a Huguenot and that he came as a young man from France to Boston. He became a West India merchant, accumulated a large property and is mentioned by Paul Revere as a leading citizen of his time. He married (first) Hannah Atkins, of Boston, and they were the parents of John, Jr., and two other children. He married (second)

Sarah Brown, of Boston, and of this marriage three more children were born. John Boit, Jr., mentioned above, was born in Boston, March 8, 1767, and was a farmer, first at Peterboro, New Hampshire, and afterward at Groton, Massachusetts. He married Rebecca Wesson, of Cambridge, Massachusetts, who died in Groton, August 25, 1835. They had eight children, of whom James Henry Stuart was the youngest.

James Henry Stuart Boit, son of John, Jr., and Hannah (Atkins) Boit, was born in Groton, Massachusetts, August 13, 1824, and died at his home in Wakefield, January 16, 1899. In his youth he was a pupil in the public schools of Groton, and when not at his studies was employed on the home place. He removed to Boston, and later made his home in Newton Lower Falls. He had learned the trade of stationary engineer in the manufacture of paper. For twenty years of his later life he had charge of the Hamilton school building at Newton Lower Falls, and in addition to this was for many years sexton of St. Mary's Protestant Episcopal church. He married May 7, 1846, Amanda Church Berry, who was born in Bridgeton, and died April 1, 1899, at her home in Wakefield. They celebrated their fiftieth wedding anniversary in 1896. They were the parents of six children, all daughters, born in Newton and named below. Julia Amanda, born April 12, 1847, died March 15, 1861. Elizabeth Eaton is the immediate subject of this article. Clara Rebecca, born February 3, 1851, married October 30, 1870, George W. Morse, of Newtonville, Massachusetts. Harriet Maria, born August 11, 1853, married March 1, 1881, Clarence A. Wiswall, and lives in Reading, Massachusetts. Helen Augusta, born November 28, 1859, married June 26, 1882, Dr. F. W. Freeman, of Newton Lower Falls, and resides in Lynnfield, Massachusetts. Susan Henrietta, born January 31, 1864, died April 1, 1886.

Elizabeth Eaton Boit, daughter of James Henry Stuart and Amanda Church (Berry) Boit, attended the public schools of Newton, and after graduation from the grammar school there, continued her studies for two years in Lasell Seminary at Auburndale, Massachusetts. At the age of eighteen years she took a position with the Dudley Hosiery Knitting Mill at Newton, of which H. B. Scudder was the agent, and here she was appointed to the position of timekeeper of the sewing department. She performed her work so thoroughly and intelligently that she was soon advanced to the position of assistant forewoman, and later was again promoted, this time to the position of forewoman. Within five years of the time she entered the mill she was given full charge of the finishing department. When the Allston Mills were established at Allston, Massachusetts, by Mr. Scudder, for the manufacture of hosiery and children's scarlet wool goods, Miss Boit was honored with the position of superintendent of the mills, probably the only woman in the country to ever hold such a position. She held this for five years, filling it most efficiently until the property was disposed of by Mr. Scudder.

During this time, Charles N. Winship had been in charge of the technical details of the business as foreman of the knitting department, and the sale of the Allston Mills led them to decide to start an establish-

ment of their own as an independent venture. They formed a partnership under the firm name of Winship, Boit & Company, and in 1888, established the Harvard Mills, at Cambridgeport, Massachusetts, extended mention of which may be found on another page of this work in connection with the sketch of Charles N. Winship.

One would suppose that a woman of Miss Boit's numerous business responsibilities would have little time or strength for other interests, but she has taken an active interest in the great force of women employes in the mills, and Mr. Winship has always shared her solicitude along these lines, and she has done much to secure improved working conditions and higher moral standards among women wage earners. In addition to this she has also interested herself in the promotion of the general welfare of the community, especially in alleviating the sufferings and improving the condition of the poor and needy. In this latter field of activity one of her greatest services has been in her interest in the Boit Home for Aged Women, where the inmates are provided with a home and everything for their comfort is carefully attended to.

Her beautiful home, which attracts many visitors because of its delightful location, unique style of architecture and beautiful landscape gardens, is largely the result of her own planning, and there she dispenses a liberal hospitality. A life of unusual achievement and of service has been that of Miss Boit, and as she looks back over the years the consciousness of what she has done may well bring to her later years the supreme happiness of those who serve well their day and generation—with the added satisfaction of knowing that she has also "given hostages to the future."

W. HOWARD TOWNSEND

W. Howard Townsend is regarded as a progressive business man of laudable ambition and broad vision, who is now connected with the New England Pressed Steel Company of Natick as its treasurer. He was born in Millbury, Massachusetts, August 15, 1887, a son of William C. and Anna M. (Howard) Townsend. He supplemented his high school education by study in a business college, and though his active business career was started early, he still found time to further his education while employed. He was connected with various concerns until he entered the employ of the Worcester Pressed Steel Company of Worcester, in the sales department in 1907. In 1914 he organized a company under the name of the New England Pressed Steel Company, located at Natick, for the manufacture of metal stampings. While his experience in this line was limited and many of his friends advised against starting in business for himself, he has succeeded notwithstanding his small initial capital. From time to time he has purchased the interests of other stockholders and now owns the controlling share. That he has gained substantial success is



W. Howard Townsend

indicated by the fact that he is now employing an average of one hundred and thirty men in his factory.

In 1910 Mr. Townsend was married to Miss Clara J. Johnson, of Keene, New Hampshire, and they have three children: Phyllis E., Ruth C. and Carolyn H. Mr. Townsend is a Rotarian and also belongs to the Wellesley and Framingham Country Clubs and the Maugus Club of Wellesley. One of the old and experienced manufacturers of Massachusetts characterizes him as "a most unusual young man with more ability than many of us realized." His residence is at Wellesley Hills.

THE DAVID BROWN COMPANY

The David Brown Company of Lawrence, Massachusetts, was started in a small way in 1883. At that time it employed about six men and the factory occupied only two thousand square feet of floor space. Today over two hundred experienced workmen are employed at the main plant and require more than one hundred and fifty thousand square feet of manufacturing space in Lawrence, Massachusetts. No concern could have expanded in this way if it had not gained an excellent reputation among the textile mills of the country for the "High-Grade" products it manufactures and the service it gives.

The original concern was called the Union Shuttle Company, which manufactures shuttles only. In the year 1899 the Weld Bobbin & Spool Company was incorporated in Maine and the manufacture of a small line of bobbins and spools was started in Lawrence, Massachusetts. In 1902 the William E. Bass Company, which manufactured bobbins only, was purchased and this added materially to the volume of business being done. In 1912 the bobbin and spool end of the business was reorganized. A new charter was taken out incorporating the concern under the state laws of Massachusetts, and the name was changed to The David Brown Company. The shuttle business was still conducted under the name of the Union Shuttle Company, which was a proprietorship owned by David Brown. In 1922 The Lowell Bobbin Company of Newport, Vermont, was purchased. In 1923, after the death of David Brown, the Union Shuttle Company was absorbed by The David Brown Company, and both are now conducted under the one name.

For forty years this concern was under the personal management of its founder, David Brown, who was a bobbin, spool and shuttle manufacturer of exceptional ability and an acknowledged authority in his line of business. David Brown is succeeded by his two sons, George Gibson Brown and David M. Brown, who have been carefully trained for years in the business and are unusually well qualified to carry on the concern, uphold its reputation and principles and continue to produce "High Grade" quality products.

The plant, which is located in Lawrence, Massachusetts, is one of the

finest of its kind in the country. It is the largest single plant making the full line of products in one factory group of buildings. It is fully equipped with the latest machinery and devices for the manufacture of a complete line of bobbins, spools and shuttles. The automatic machines in the factories assure properly made products and turn them out at a speed which means quick delivery of orders. The large dry kiln facilities are unique in their construction and insure thoroughly dry and conditioned stock, which is a vital problem in the manufacture of "High Grade" bobbins, spools and shuttles.

The company also operates rough or blank bobbin and lumber mills in Maine and Vermont. From these sources they obtain a selected quality of birch, beech and rock maple timber in sufficient quantities to fill orders of any amounts and kinds specified.

They make and supply every requirement in their line to cotton, woolen, worsted, silk, carpet, rope, jute, knitting, spinning or weaving mills.

The David Brown Company products include: shuttles for plain and automatic looms, bobbins for plain and automatic looms, card room bobbins, warper spools, twister spools, roving spools, drawing spools, jack spools, dresser spools, filling bobbins, warp bobbins, twister bobbins, skewers of all kinds, rolls of all kinds, tubes and shells of all kinds, etc. A specialty is made of bobbins and spools fitted and reinforced with metal parts of all kinds; also for products finished in baked enamel in any color or combination of colors; also fibre head spools of all kinds. Their new patent eyes for automatic loom shuttles are acknowledged to be the best on the market.

GEORGE GIBSON BROWN

One of the largest enterprises in the country devoted to the manufacture of bobbins, spools and shuttles is that operating under the name of The David Brown Company at Lawrence, with George Gibson Brown as treasurer and general manager. Each year has marked a steady growth in the development of the business since it was organized in 1883, which was four years before the birth of George G. Brown, whose natal year was 1887. He was born in Lawrence and after completing the high school course there in 1905 he further qualified for life's practical and responsible duties by attending the Burdett Business College in Boston. He then became associated in business with his father, who in 1883 had organized the Union Shuttle Company and who afterward took over the business of the Weld Bobbin & Spool Company, which was organized in 1895 under a Maine charter. In 1912 the name of The David Brown Company was assumed, the business being incorporated under the laws of Massachusetts. The father, David Brown, continued active in the business to the time of his death, which occurred November 10, 1922. His son George had been associated with him in the conduct of the enterprise for sixteen

years prior to that time, and he and his brother David M. Brown took over the business at the father's death, the former as treasurer and general manager and the latter as president of the company. This is one of the best plants of the kind in the country, employing over two hundred men in the factory, while sales offices are maintained in various sections of the United States. The trade slogan of The David Brown Company—"High Grade"—is fully maintained in the products, which are sold to textile mills throughout the United States, Canada and Mexico and in foreign countries as well. Another slogan is "We Lead, Others Follow," and they have never deviated from the high standard set up in the manufacture of a full and complete line of bobbins, spools and skewers for cotton, woolen, worsted, silk, carpet and jute mills. In 1915 The David Brown Company was awarded the Gold Medal at the Panama-Pacific Exposition in San Francisco. They manufacture a complete line of power loom shuttles, including the best hand threading cotton shuttle on the market, having become pioneer makers of this type of shuttle in 1883 and holding the original patents covering them. They are also leading manufacturers of woolen and worsted shuttles and automatic loom shuttles. Extended reference to the business is made on another page of this work.

On the 1st of December, 1916, in Lawrence, Massachusetts, Mr. Brown was married to Beatrice M. Twiss, of Lawrence, and they have one son, George Gibson, Jr., now in his sixth year. The family home is on Phillips street, Andover. Mrs. Brown is a graduate of Abbot Academy and Wellesley College and is now active in the work of women's clubs and the Lawrence General Hospital. Both Mr. and Mrs. Brown hold membership in Trinity Congregational church and he belongs to the Merrimac Valley Country and Andover Country Clubs. He is a member of all bodies of the York Rite Masons and Aleppo Temple of the Mystic Shrine. He is also connected with the Rotary Club, the Young Men's Christian Association, the Chamber of Commerce of Lawrence, the Chamber of Commerce of the United States, Scot's Charitable Society of Boston, the National Association of Cotton Manufacturers, and director of the Arlington Trust Company of Lawrence.

DAVID M. BROWN

David M. Brown, who since 1924 has been president of The David Brown Company, extensive manufacturers of bobbins, spools and shuttles at Lawrence, was here born in April, 1893, a son of David and Margaret (Gibson) Brown. He is numbered among the alumni of the Massachusetts Institute of Technology of the class of 1917 and for some years thereafter devoted his attention to architecture as a member of the Adams-Brown Company. In 1924, however, he became associated with his brother, George Gibson Brown, in the conduct of the business which was established by their father, David Brown, many years before. He has

since bent his energies to administrative and executive duties of the business, while his brother is in charge of the finances and is general manager, having had extended experience in this field. Under the trade slogan of "High Grade" they make an extensive line of bobbins, spools, shuttles, rolls, skewers, etc., for cotton, woolen, worsted, silk, carpet and jute mills throughout this country, Mexico and Canada, while their foreign trade constitutes part of the business. Their products were awarded the Gold Medal at the Panama-Pacific Exposition held in San Francisco in 1915. They manufacture every kind of a bobbin and spool needed in the textile trades and specialize in complete new mill equipments, spools with steel and fibre fittings, bobbins with metal shields, bushings, etc., and also enameled finished bobbins.

In July, 1926, in Lawrence, Mr. Brown married Miss Marion Beers, of New York city. They attend the Congregational church and Mr. Brown is a York Rite Mason and member of Aleppo Temple of the Mystic Shrine. During the World war period he was with the Four Hundred and Ninety-ninth Aero Squadron in France and for six months at the air service replacement barracks as first-class sergeant. His social nature finds expression in his membership in the Merrimac Valley Country and Andover Country Clubs and he endorses the public-spirited principles of the Lions Club, to which he belongs.

EDGAR DIXON

Edgar Dixon, president and manager of the George C. Moore Wool Scouring Mills of North Chelmsford, was born in Longwood, England, May 5, 1871, but obtained his education largely in Stirling, Scotland, where he attended a grade and preparatory school. He also learned the wool business in Stirling and in June, 1891, when twenty years of age, he sailed for America, landing in New York city. From the eastern metropolis he made his way to Lawrence, Massachusetts, and worked in the Arlington Mills as a wool sorter for five months. He was afterward employed in South Glastonbury, Connecticut, in a similar capacity, and in May, 1892, he came to North Chelmsford to take charge of the wool sorting department in the mills owned by George C. Moore and in 1895 had supervision of the more important work of wool scouring. In 1897 he returned to England and Scotland as a wool buyer for Mr. Moore, who seven years later, or in 1904, built the present George C. Moore Wool Scouring Mills with a mammoth floor space, this being an extensive plant housing one of the important industries of the state. The company does sorting, wool scouring, carbonizing, and also specializes in combing rayon waste. Something of the volume of their business is indicated in the fact that they now employ three hundred men and the average wage of the employes in this mill is from thirty-three to thirty-four dollars per week. Mr. Dixon has been president of this concern for a number of years. On



Edgar Dixon

the death of George C. Moore in 1923 he purchased the business in association with Walter I. Chase, and they have since operated the mills, their efforts being attended by gratifying success. They neither buy nor sell, their business being conducted on a strictly commission basis.

Mr. Dixon is well known in Masonic circles, belonging to Pilgrim Commandery, K. T., of Lowell, while in the Scottish Rite he has attained the thirty-second degree, and he is also a noble of Aleppo Temple of the Mystic Shrine. He belongs to the Vesper Country Club, of which he is vice president, the Yorick Club of Lowell, the Boston Wool Golf Club and the Boston Wool Trade Association.

On the 22d of October, 1895, Mr. Dixon was married to Miss Lena A. Small, a native of North Chelmsford, and they have three children: Edna Grayson, the wife of Warren Mansur, of Lowell; Ethel Madeline, who is Mrs. Albert A. Knight, of Littleton, Massachusetts; and Edgar Clarke, a student at Dartmouth College.

Mr. Dixon has never regretted his determination to try his fortune in America, for he has found the opportunities which he sought and, realizing that there is no excellence without labor, he has won his promotions through ability and merit, advancing steadily until he is now at the head of an important business—one that features largely in the industrial life of North Chelmsford.

GEORGE P. JONES

George P. Jones, president of the Wachusett Shirt Company, doing business at 100 Water street in Leominster, was born July 16, 1873, in the city which he still makes his home, a son of George S. and Caroline W. (Proctor) Jones. Having acquired a grammar school education, he next attended the Bryant & Stratton Business College and his initial experience in the business world came to him as an employe of the Butterick Publishing Company through a four-year period. Since 1894 he has been connected with the Wachusett Shirt Company, first working in the cotton room as a clerk for six years, after which he advanced through various departments that gave him intimate and accurate knowledge of the business and qualified him for administrative and executive duties. Ultimately he was chosen vice president of the company and two years ago, upon the reorganization of the business, he became president, which office he still fills. He now largely shapes the policy and directs the activities of the corporation and his sound judgment is an element in its growing success.

At Leominster, in 1894, Mr. Jones was united in marriage to Frances A. W. Whitney, of this place. They are the parents of four children, namely: George W., who is a graduate of Harvard University and is now sales manager of the Wachusett Shirt Company; Gladys, a graduate of Mount Ida School for Girls at Newton, Massachusetts; and Ruth and Donald W., who are graduates of the Leominster high school.

Mr. Jones is well known in Masonic circles, for he has taken the various degrees of both the York and Scottish Rites and is a member of Aleppo Temple of the Mystic Shrine. He likewise belongs to the Benevolent and Protective Order of Elks, the Improved Order of Red Men, and is a member of the Leominster Club.

FRANCIS MEISEL

For an extended period Francis Meisel was at the head of a company engaged in the manufacture of machinery for the printing trade and his contribution was of most valuable character in that he brought out the press which made possible printing in color, as used in newspaper and other printing circles at the present time. At his death, December 30, 1916, the *Inland Printer*, published in February of 1917, said: "In the death of Francis Meisel, president of the Meisel Press Manufacturing Company of Boston, the printing world lost one of its most prominent men."

A native of Baden, Germany, Mr. Meisel was born January 10, 1846, being one of eight children. His father was owner of a flour mill and upon his death Francis Meisel, then a youth of seventeen years, took over the business, which he conducted until 1865, when he went to Munich, where he served an apprenticeship to the millwright trade. In 1870, when twenty-four years of age, he crossed the Atlantic and took up his abode in Boston, where he was employed by B. F. Sturtevant. The following year he established a business of his own on First street in Boston and began the building of machinery for the lithographic trade and also Kidder presses by contract. In 1884 he merged his business with that of the Kidder Press Company, then located in Roxbury. After serving for a few years as superintendent of the plant he later filled the office of president and general manager, and while associated with this company he began producing inventions for specialty printing. He was keenly interested in color work and designed the press which printed the first high-class colored supplement, issued by the *Boston Herald* on May 30, 1896. That paper, under date of September 27, 1896, gave a story of the introduction of this machine as follows:

"The development of rapid printing machinery for newspaper work has been confined to the past fifty years, and the general conditions which govern the situation have been much the same for the past twenty years. This has been largely owing to the fact that so far as the country is concerned, the making of rotary printing presses has been confined to very few firms, and the vast capital required in the carrying on of a business of such great magnitude has reserved to these firms almost the entire field. The demand for the ponderous machines has been great, not only because of the increase in the number of big newspapers, but more particularly because of the increased size of the Sunday papers, which have required



F. Moisel

large presses, and a large number of them. The extreme size has been reached in a regular issue of fifty pages, and a new factor has been entered into the circulation of the newspaper men. This is the printing of a color section. The first innovation of this character is scarcely two years old, but so inadequate to the true needs of the hour that the first press has been relegated to disuse, and the standing advertisement for its sale is now running in one of the trade papers. Improved patterns of the same class of press are still in use, but they are neither circulated nor intended for the production of anything but the coarsest and cheapest kind of printing, upon common printing paper, such as is used by newspapers in the ordinary course of business. The feeling that something better was wanted has long been prevalent among the advanced class of newspaper thinkers, the position assumed by them being that low-priced magazines reached large sales because of the pictures, and that it was but a question of time when the Sunday paper must surpass the magazines in the value of the reading matter, and to a greater degree in beauty of illustration. This idea has long been a fixed one in the mind of the editorial control of *The Herald*, but it has been impossible to carry it out, because up to a recent date no machine equal to the quality of work required has been produced. It was not until the fifteenth year of the existence of this paper that the dream of its editor could be realized. The press which met the requirements was that manufactured by the Kidder Press Manufacturing Company, 34 Norfolk avenue, Roxbury, the invention of Mr. F. Meisel, who was the vice president, manufacturer and inventor of that company. This press not only prints in four colors in one operation, but prints on both sides, folds, cuts and delivers the sheet free from smudge or offset. The machine, for that is what it should be called, though performing the most complicated class of work which any printing machine has been called upon to perform, is constructed on the simplest methods, and every result is obtained in the most direct manner. The principle involved in the printing of a sheet in three colors and black is that of the solar spectrum, which reduced light to the three primary and the four secondary colors, and by the application of the three colors, one over the other, succeeds in the production of not only the three colors, but, by different surfaces on the printing blocks, obtains the different tones which make color printing more acceptable and artistic. Of the possibilities of this press too much cannot be said. It has performed wonders, and will continue to do so. In the hands of capable pressmen supplied with good plates, it has no limits save those conditions to which all presses are subject. It can print anything which can be produced with printing, and as well as on any flat bed press. The printing of half-tones upon this press borders on the marvelous. The system of distribution is particularly applicable to half-tone work, for it not only distributes the ink, but at the same time removes all the picks from the surface of the plate, and prints in a manner unheard of on other machines. The absolute register of this press will eventually develop the perfect printing of plates made by the three-color process. That which other press makers declare to be a blemish, the lack of a

compensating roller, has proved to be a solution of the problem of perfect register. The press is a triumph, and to Mr. Meisel, the inventor and builder, belongs all the credit for its success. It is the press upon which newspapers must rely if they attempt to give their patrons the best in color printing. To no other source can they look with any hope of success—the principle, the mechanism and the capacity are all combined in this machine. It is built upon honor, of honest materials and for an honest price. It is the result of thought and effort expended in the direction of the best product by the simplest means—a result which should appeal to enterprising publishers, who see the dawn of a new era in journalism, which, like the break of day, will be flushed with color as the rising sun.”

Such was the article written more than thirty-three years ago. Since that time the work has gone steadily forward in the improvement of printing presses, Mr. Meisel having contributed in large measure to inventions which made for notable progress.

In 1903 he organized the Meisel Press Manufacturing Company and erected the present factory building in Dorchester. With the assistance of his nephew, Charles A. Meisel, and his son, Otto C. F. Meisel, a business was developed which is known the world over and which they are still continuing under the same firm name.

CHARLES A. MEISEL

Charles A. Meisel, president of the Meisel Press Manufacturing Company of 944 Dorchester avenue in Boston, was born June 22, 1876, in South Boston, a son of Max and Annie (Curran) Meisel. He attended the public schools and for a short time was a pupil in night schools and when his textbooks were put aside he began working in the plant of his uncle, Francis W. Meisel, in July, 1891. There has been no change in his business connection save that brought about by his increased efficiency and capability. He has passed through all departments, working his way upward from the position of machinist to pattern maker and to the drafting room. He thus acquired a most accurate and comprehensive knowledge of the business, which qualified him to take over its management when upon the death of his uncle in 1916 he was elected to the presidency. In 1903 the company was employing only seven men and the steady expansion of the business is indicated in the fact that the employees today number three hundred thirty. The intelligent management and well formulated plans of Charles A. Meisel have been potent contributing factors to this result. The steady increase in the trade has necessitated larger quarters and a new modern plant has been constructed. Mr. Meisel's judgment in matters relating to the line of manufacture is such that he is constantly being consulted by customers from all parts of the country in relation to special machinery for presses of all description.



Charles G. Meisel

Mr. Meisel is a member of the Catholic church, a member of the Chamber of Commerce and the Boston City Club, and he finds his recreation in hunting.

OTTO C. F. MEISEL

Otto C. F. Meisel, treasurer of the Meisel Press Manufacturing Company of Boston, devoted to the building of printing presses, gears and rewinding machinery, was born in Boston in 1888, his parents being Francis and Emelie G. (Rausch) Meisel. He supplemented a high school education by study in the Massachusetts Institute of Technology, from which he was graduated with the class of 1911. Immediately afterward he started in business with his father, who was then president of the Meisel Press Manufacturing Company. He had thorough training and acquired a comprehensive understanding of the work in its various phases. He also had six months' experience as an employe of the American Bank Note Company of New York. Upon the death of his father he was chosen treasurer of the company and his connection with the business is also that of mechanical engineer. He is responsible for many improvements that have been introduced and his inventive genius has enabled him to secure several patents for use in large presses. The business has been brought to a high point of efficiency in meeting the demands and requirements of patrons and the trade is now of gratifying proportions.

Mr. Meisel was married in 1924 to Miss Helene E. M. Widenhorn and they have one son, Robert. Mr. Meisel belongs to the Boston City Club and to the Boston Chamber of Commerce, while along strictly professional lines he is connected with the American Society of Mechanical Engineers.

NEW ENGLAND SHOE AND LEATHER ASSOCIATION

For sixty years the New England Shoe and Leather Association has been an integral factor in connection with the business development of Massachusetts. It was organized in 1869, is the only trade association of its kind in existence and has numbered among its presidents one of Massachusetts' governors, Hon. William Claflin, and one of Boston's mayors, Hon. A. P. Martin. It has only one predecessor among the organizations of the allied shoe and leather trades in the United States, that being the Morocco Manufacturers Association of Philadelphia, now affiliated with the Tanners' Council of America. What the New England Shoe and Leather Association has accomplished can scarcely be overestimated. The society has inaugurated or participated in practically every important movement in which the allied trades have been interested, including the historic fight for free hides which began many years ago,

and the establishment of the noted Boston Shoe and Leather Fair, which has drawn thousands of shoe and leather buyers to Massachusetts during the past ten years.

The work of the association has constantly grown as it has taken up questions and projects relative to the allied trades. Today its activities have covered legislation, transportation, foreign trade, industrial education, publicity and many other subjects of vital importance to its members, and its activities and influence are world wide in scope and are constantly growing more important.

As early as 1859 the Boston Shoe and Leather Exchange "was established by the boot, shoe and leather trades of Massachusetts as a headquarters for the trade in Boston and as affording conveniences for bringing the manufacturer and jobber in direct contact with each other." It was the only organization of the kind in the United States. Ten years passed and the New England Shoe and Leather Association was organized at a dinner of the trade in Boston, on which occasion a letter was read from President U. S. Grant, who had been a tanner in his boyhood. Headquarters were removed from the Pearl street area of the shoe trade following the great fire of 1872, quarters being secured in Church Green and Bedford street, where the association owned its building. About a third of a century ago a removal was made to the corner of Essex and Lincoln streets.

William B. Spooner, the first president, served from 1869 until 1872 and subsequent presidents were John Cummings, Thomas E. Proctor, Charles G. Grinnell, Augustus P. Martin, William Clafin, Francis W. Breed, William B. Rice, Andrew G. Webster, George F. Daniels, Charles C. Hoyt, John S. Kent, Harry I. Thayer, Herbert T. Drake, Elisha W. Cobb and Alfred W. Donovan, the last named the present head of the organization. The association has thus been headed by a group of distinguished men, recognized leaders in connection with the shoe and leather industries of America. Captain George C. Houghton was secretary of the association for a considerable period and was succeeded at his death in 1909 by Thomas F. Anderson, equally efficient, his administration being marked by an ever increasing expansion and development of the activities of the association.

Many notable things have been accomplished since the New England Shoe and Leather Association came into being. It first planned and carried out the government's decennial census of the shoe and leather industry (this work being directly in charge of Secretary George C. Houghton), and a committee representing it drafted the boot and shoe tariff for the newly created Republic of Cuba, including its substantial preference to American exporters of footwear. The first great get-together of the New England allied industries was organized by it in 1910, in the form of an outing of six hundred persons to Salem Willows, where addresses were made by Senator Henry Cabot Lodge and other prominent speakers. The association also has been instrumental in working up shoe and leather trade weeks in Boston, and was the first commer-

cial organization to hold telephonic conversations across the continent and to utilize the new telephone service to Cuba. It has likewise been active in such patriotic movements as preparedness parades, Liberty Loan drives and things of that sort, and all the time has been extending its connections with foreign countries in an effort to insure New England shoe and leather manufacturers their proper share of export trade. Industrial education also has received the support of the association, and the Shoe and Leather Continuation Class, maintained in cooperation with the Boston School Department, has graduated nearly three hundred pupils. Perhaps its most important achievement was the formation ten years ago, of an auxiliary organization known as the National Shoe and Leather Exposition and Style Show, Inc., all of the stockholders of which are member-concerns of the association. This organization was formed for the purpose of putting on a yearly shoe and leather exposition and style revue, the Boston Shoe and Leather Fair, on an impressive scale. The association also undertakes the responsibility of arranging a New England group exhibit in the Annual Convention Exposition of the National Shoe Retailers' Association, and there is a happy spirit of mutual cooperation between these two organizations in regard to their respective expositions. The association is still "going strong," for, not satisfied with its past achievements, it has organized influential auxiliaries in the shape of councils of the sales, advertising, traffic, stylists, credit and export managers of its member-concerns. These councils, together with the exposition corporation and the various regular standing committees of the New England Shoe and Leather Association, it is figured, ought to come pretty near solving the problems of the New England leather and footwear industries as they arise from time to time.

The foregoing brings out merely the highlights of this interesting and vigorous trade organization's history and activities. It is by no means the whole story, for it actively cooperates with practically every other national and regional organization of the allied shoe and leather trades and many others of a more general character, as well as with all of the United States government departments and bureaus having to do directly or indirectly with commerce and industry. The association is the outstanding example of an all-around shoe and leather trade organization—and it represents a section that produces practically one-half of the footwear manufactured in the United States.

THOMAS FENWICK ANDERSON

Thomas Fenwick Anderson, who since 1909 has occupied the responsible and important position of secretary of the New England Shoe and Leather Association, with headquarters in Boston, was born in Halifax, Nova Scotia, October 14, 1865, a son of John and Jean Anderson. He acquired a public school education in his native city and in 1880, when a youth of

fifteen years, came to Boston, where he entered the office of the Boston Traveler, there remaining for five years. He was afterward for eighteen years with the Boston Globe and for a time served that paper as its financial editor. During this latter connection he made an extended tour of northern Europe to study methods and conditions in the principal seaports. After resigning from the Globe he served for a year and a half as manager of the publicity department of the city under Mayor Fitzgerald, and in 1909 he was called to the office of secretary of the New England Shoe and Leather Association. He is also secretary of the Boston Boot and Shoe Club, the New England Shoe Wholesalers Association, the National Association of Shoe Wholesalers, the Boston Shoe and Leather Fair and the Shoe Polish Manufacturers Association of America. He is thus closely associated with the shoe and leather business in its various phases, and there is no one more conversant with the trade in all of its direct and allied branches than Mr. Anderson or more capable of speaking with authority on matters relating to its history and development.

In Boston, in 1888, Mr. Anderson was united in marriage to Jennie L. Dakin, a native of Digby, Nova Scotia. Mr. and Mrs. Anderson are the parents of a daughter, Mrs. Paul R. Smith of Phillipsburg, New Jersey, who is the mother of three children.

Mr. Anderson, aside from his service as secretary of the various organizations previously mentioned, is president of the Boston Trade Association Executives. For twenty-nine years he has been secretary of the Massachusetts Old Home Week Association and was active in promoting the movement in the state. Though born across the border and with natural love for his native land, he is thoroughly American in spirit and interests and has cooperated heartily in many projects for the welfare and upbuilding of city and state, while his service as secretary of the New England Shoe and Leather Association, covering a period of twenty years, has been one of great value to the organization. This service has included a three months' tour of South America, undertaken some years ago in the interest of the association, for the purpose of making a study of shoe and leather export opportunities in that part of the world.

HYGRADE LAMP COMPANY

Five times during the last twelve years, President E. J. Poor, Treasurer F. A. Poor, and Secretary W. E. Poor, of the Hygrade Lamp Company, capitalized for \$1,000,000, have reached out of New England, absorbed five going concerns, and brought into the Salem plant, the added facilities of these units.

Two of these acquisitions were made in 1928—the purchase of the Triumph Lamp Company, of Indianapolis, Ind., effected in January, by which the manufacture of 2,000,000 electric incandescent lamps formerly made annually in the Middle West was brought to Salem, and the acquirement in September, of that year, of the business of the Vosburgh Minia-



HYGRADE LAMP COMPANY

ture Lamp Company, of Orange, N. J., by which 5,000,000 miniature automobile lamps formerly made in New Jersey, are now manufactured by the Hygrade concern, in Salem, thus bringing its output up to 17,000,000 incandescent lights a year, and further consolidating the company's position as the largest independent licensed manufacturer of bulbs or lamps in the United States. It is the only concern in New England making the miniature auto lamps.

These purchases and transfers of business to Salem, constitute just another bit of evidence that Massachusetts ability, grit and determination, can not only manufacture a finished product of high standard, but can also create, secure and hold business in competition with concerns located in other parts of the country.

Here is an enterprise, less than thirty years old, that now employs over 400 operatives and produces upwards of 50,000 lamps a day, which it markets through 200 jobbers, and more than 5,000 dealers, besides supplying some of the largest industrial and public utility corporations with their total requirements. It also operates a subsidiary, the Neutron Corporation, which manufactures radio tubes.

Its progressive executives are committed to the policies of simplified lines, standardized quality and standardized prices, and its entire output is marketed under its own Hygrade brand.

Further proof that the corporation is in line with the progressive spirit of the times and intends to grow with Massachusetts, is shown by the fact that it backs up its selling and manufacturing activities with a large engineering department, which is constantly on the alert, not only to keep the product at its very high standard, but even more to prepare for future developments.

The company was incorporated under the laws of Massachusetts in 1917, to succeed to the lamp business established by Frank A. Poor, in 1901. It is licensed to make and sell incandescent electric lamps under the patents of the General Electric Company. The company is now the third largest manufacturer of large lamps and the fourth largest manufacturer of automobile lamps in the United States.

EDWARD J. POOR

Edward J. Poor, of Salem, is president of the Hygrade Lamp Company, manufacturers of incandescent lamps and radio tubes, and has had extended experience in this field covering a period of twenty years. He was born in Peabody, Massachusetts, July 15, 1882, a son of Joseph H. and Margaret (Linehan) Poor, the former a native of Peabody and the latter of Ireland. In the acquirement of his education Edward J. Poor attended the Salem high school and afterward the Massachusetts Institute of Technology for three years, his thorough technical training well qualifying him for activities along the line which now engages his attention. He has been connected with lamp manufacturing since 1909, when he organized the Bay State Lamp Company, which in 1917 was incorporated under the name

of the Hygrade Lamp Company, of which Mr. Poor has since been president. Their output of incandescent lamps and radio tubes makes their business one of the largest of the kind in New England, and with a recognition of the fact that in this day of intense competition success must depend upon efficiency, they are turning out lamps and tubes of the highest grade, their product giving general satisfaction in the territory in which it is sold.

In Salem, in 1915, Mr. Poor was married to Miss Louise Fuller, a native of Salem, and they have become the parents of four children: David E., born in 1917; Marie L., born in 1919; Leonard F., born in 1920, and Raymond J., born in 1924.

Mr. Poor is president of the Salem Country Club, a member of the Andover Country Club, president of the Lake Sunapee Country Club, and his deep interest in golf has led to his management and construction of golf courses, which may be said to be his hobby. He was in charge of the new Salem course which was constructed at a cost of a half million dollars. This, however, is but a side issue of his life, for his family and his business claim the greater part of his attention.

FRANK A. POOR

Among the many manufactured articles sent out from the plants of Salem, none have had a wider popularity with the people of the United States than the electric lamp bulbs made by the Hygrade Lamp Company, of which Frank A. Poor is founder and treasurer.

Mr. Poor was born in Salem, September 9, 1879, son of a father who was one of the group of leather manufacturers who made Salem famous as a leather center in the days after the Civil war, and he grew up in the stern school of the older days when actual experience in the shop and factory was considered a far more valuable education for a business life than college.

As a boy he spent some time learning the rudiments of tanning. Later he tried his hand at the hay and grain business in Salem, and finally, at the age of twenty-one, bought out a struggling lamp renewing business and started for himself. He had a capital of thirty-five hundred dollars, a small sum even in those days, but added to the money was tremendous energy and an inexhaustible supply of New England grit, which carried him through the early anxious and trying years.

But grit won where mere capital would have failed, and in a short time, as soon as they were through school, his brothers, Edward J. Poor and Walter E. Poor, joined him and since that time this triumvirate has made rapid and solid progress, until the original capital has grown to two million, five hundred thousand dollars and the fifteen employes to nearly eight hundred. Hygrade lamps are now in use all over the United States and have won for themselves a reputation for quality in keeping with the best

traditions of New England. The grit, which was Frank A. Poor's greatest heritage from his hard working, practical and sometimes stern New England forbears, has carried through.

This last year the company has gone into the manufacture of radio tubes and has thrown itself into the problems of this delicate work with all the tremendous energy which the brothers possess. Success has not changed Mr. Poor's liking for hard work nor his determination to make everything produced by his factory up to the mark set by the highest New England standards.

Aside from his business, Mr. Poor has an intense interest in his city. He has served on the finance committee of the town of Danvers, where he made his residence for many years. He is an active supporter of the Salem Chamber of Commerce, the Associated Industries of Massachusetts, and other bodies; is a Rotarian, and was a leading figure in the building of Salem's Hawthorne Hotel, including the drive to raise the funds for its erection. He was the first president of the hotel corporation and is still a director.

He is both a York and a Scottish Rite Mason as well as a member of the Aleppo Temple of the Mystic Shrine. Socially he is a member of the Colonial Club and the Salem Country Club.

Mr. Poor was married February 21, 1907, to Miss Margaret Linehan of Danvers, and has five children, who make his home in Swampscott a lively gathering place for young people of all ages.

JAMES E. BLAKE COMPANY

The James E. Blake Company, one of the pioneer commercial institutions of Attleboro, was here established in 1859 by Albert W. and Charles H. Sturdy, both now deceased. At first they conducted the business under the style of Sturdy Brothers, later adopting the form of Sturdy Brothers & Company, which in 1885 was succeeded by the firm of Blake & Claflin. In 1896 Mr. Claflin sold his holdings therein to James E. Blake, who incorporated the business in 1898 as The James E. Blake Company. In 1922 it was made a Massachusetts corporation and has since been known as James E. Blake Company. Their well equipped plant is devoted to the manufacture of high grade sterling silver toilet articles and novelties, and they also make fourteen carat gold inlay in silver. The firm excels in the lines in which it specializes and caters to the better grade of retail jewelry stores in the United States and Canada, operating on a large scale. The men responsible for the present status and success of the company are William H. Blake, president, and James V. Toner, treasurer.

Mr. Blake was born in Chicopee Falls, Hampden county, Massachusetts, January 3, 1873, and obtained his early instruction in his native town, continuing his studies in Franklin, New Hampshire. Having completed his education, he entered the employ of Blake & Claflin the predeces-

sors of the present institution, and has remained with the house throughout his commercial career. Industrious, dependable and capable, he advanced through the various departments, acquiring a comprehensive knowledge of the business, and eventually he was made secretary of the firm. He next assumed the duties of treasurer and since 1922 has been president of the James E. Blake Company, closely adhering to the high standard which has always characterized the activities of this old and well known institution and following a policy which has stimulated the development of the business and promoted the trade relations of the house.

Mr. Blake was married May 17, 1899, to Miss Florence A. Sweet, who passed away March 30, 1925, leaving two children, Halsey G. and Janet B. On the 15th of June, 1929, Mr. Blake was united in marriage to Miss Mary B. Worthington, of Belleville, New Jersey, and they have an attractive home at 106 South Main street in Attleboro.

A York Rite Mason, Mr. Blake is a member of Bristol Commandery, K. T., and is also a member of Aleppo Temple of the Mystic Shrine. He exemplifies in his life the beneficent teachings of the order and as an experienced, enterprising and capable business man is contributing toward the industrial progress of his native city.

FRANK MOSSBERG

Through his inventive genius, his practical training and his recognition of needs in the mechanical world, Frank Mossberg has made valuable contribution to industrial progress in the production of various useful devices and tools, many of which are esteemed of particular value. He carried on business for many years at Attleboro under the name of the Frank Mossberg Company and then organized the Mossberg Pressed Steel Corporation, of which he is president and general manager.

A native of Sweden, he was born November 8, 1858, of the marriage of Nils and Sarah (Pearson) Mossberg, who were also natives of that country. The father devoted his entire life to farming in Sweden, his death there occurring in 1910, while his wife passed away in 1905.

Liberal educational opportunities were accorded Frank Mossberg, who supplemented his elementary training by classical studies and then enrolled as a student in the Chalmers Institute of Technology at Gothenburg, Sweden, for in early manhood he displayed considerable mechanical skill and ingenuity. He dates his residence in the United States from 1882 and after residing for a time in New York city he removed to Woonsocket, Rhode Island, where for a year he was employed as a machinist. He spent a brief period in Pawtucket, Rhode Island, and afterward became a draftsman with the Brown & Sharpe Company of Providence. Each change in his business connections has represented a forward step that has brought him a wider outlook and broader opportunities. For a time he was associated with the Granger Foundry & Machine Company



Frank Mossberg

of Providence and during that period became identified with ex-Governor Howard in the development and perfection of fog signals and various other devices to be used in lighthouses and on board ships. Their labors resulted in securing a patent which was registered under Mr. Mossberg's name. In 1889 Attleboro gained him as a citizen. Here he purchased a small machinery manufacturing plant and conducted business under the name of the Mossberg Manufacturing Company. He gave his attention largely to the improvement of machinery used in the jewelry trade and secured a number of patents on his inventions which aided greatly in simplifying the manufacture of jewelry and in speeding up plant production. Many of these machines are still in use and recognized as standard, including rolling-mill presses of many kinds together with other inventions which have brought about a marked change in the methods of jewelry manufacture.

In 1896 Mr. Mossberg removed his business to Providence, Rhode Island, where he continued operations under the name of the Mossberg & Granville Company, with which he was associated until 1898, when he withdrew and began operating independently. The following year he returned to Attleboro, where his business was incorporated under the name of the Frank Mossberg Company, the principal products of his plant being bicycle wrenches and other patented tools, all of his own invention. His success is attested in the fact that he is now accounted the leading wrench manufacturer of the world. His plant was first located on South Main at the corner of Mill street, where the company owns a plot of ground on which later a new building was erected. With the passing years the business was expanded to include the manufacture of practically all kinds of automobile tools and accessories. In 1909 the Attleboro Chamber of Commerce erected a fine building on Lamb street for the Frank Mossberg Company, and Mr. Mossberg continued to shape the policy and direct the activities of that corporation until 1919, when he disposed of his stock in the business and withdrew.

In the fall of the same year he organized the Mossberg Pressed Steel Corporation and has since been its president and general manager. Being widely known to the trade, he was not long in securing a liberal patronage for the new organization and the company today manufactures pressed metal loom beam heads, spools, drop wires, carriers and bobbins for braiding machines, also a full line of spools, reels and appliances used in the manufacture of wire, a new departure in textile production, superseding the old method of cast iron and wood. Mr. Mossberg's inventive genius resulted in applying wrought steel to such uses and his practical experience and technical knowledge have enabled him to meet every requirement in his field, his entire business career being the expression of his slogan, "To Deserve Your Business." His efforts along this line have brought a measure of success that would satisfy many individuals, but Mr. Mossberg has also extended his labors into other fields, having voice at one time in the management of the Standard Machinery Company and

the American Shell & Tube Company, both of Providence, Rhode Island, and of both he was a director. He is identified with many of the leading trade and technical societies of the country and has been honored with the presidency of the Captain John Ericson Memorial Society of Engineers of New York. He likewise has membership in the American Society of Mechanical Engineers, Society of American Engineers of Washington, the Engineers Club of New York, the Swedish Engineers Club of New York and the Swedish Engineers Club of Chicago. New England places his name high on the roll of her inventors, for he has been granted more than two hundred American patents and more than thirty-five patents in foreign countries. He has a number of patents pending at the present time, and his contribution to industrial activity has been of most valuable character.

It is a far cry from the little building on Mills street, in which forty years ago Frank A. Mossberg began his work as a machinist to the present splendidly equipped plant of the Mossberg Pressed Steel Company at Mechanicsville. This latter structure, recently enlarged to double its former size, houses an array of machinery capable of producing anything from the finest grade of precision work to the heavy stampings produced by ponderous presses, with an intermediate line of milling, drilling and welding machinery available for work of lesser size. Things had got to a point where it seemed probable that the plant would have to be taken to some other place. In fact such action had been practically decided upon and then the Attleboro Steam & Electric Company which owns the building they have occupied since the firm was started offered to make a large addition and this offer was gladly accepted. This firm was started in 1919 and it wasn't a very big one at that time. The first work was done in Mr. Mossberg's garage at the rear of his Pleasant street home. After a little while it was moved into the building now occupied by the L. G. Balfour Company on County street. Then in December of that year it was moved into the building it now occupies. The experience of Mr. Mossberg during the war convinced him there were many things that could be done with pressed steel which had not been deemed practical before. The inventive mind of the men who started this concern brought out new ways of doing work.

On the 10th of April, 1886, Mr. Mossberg was married to Miss Jennie D. Polsey, of Pawtucket, Rhode Island, a daughter of J. N. Polsey, who was a manufacturer. Mr. and Mrs. Mossberg have one child, Florence M., now the wife of Chester A. Vander Pye, treasurer of the Mossberg Pressed Steel Corporation.

The religious faith of the parents is that of the Congregational church and Mr. Mossberg has membership in the West Side Club, the Highland Country Club and the Boston Dining Club, while of the Lions Club of Attleboro he is a charter member. He is well known in Masonic circles through his connection with Ezekiel Bates Lodge, F. & A. M.; Attleboro Council, R. & S. M.; Bristol Commandery, K. T.; Massachusetts Consistory, A. A. S. R., of Boston; and Palestine Temple, A. A. O. N. M. S.,

of Providence, Rhode Island. He is a life member of the Benevolent and Protective Order of Elks and is loyal to every organization with which he becomes identified. Politically he is a stalwart republican and for some years served as a member of the municipal council, while at one time he was chairman of the republican town committee. During the World war he was active in securing equipment and munitions through manufacturers in various parts of the country, dividing his time between Attleboro, New York and Washington. For two years he was president of the Attleboro Chamber of Commerce and during his term was instrumental in securing the adoption of a city charter for Attleboro. Between the years 1900 and 1903 he was active in the development of the automobile industry, building several cars one of which was an electric car and the first practical car to run twenty miles an hour over the Massachusetts roads or to run sixty miles on a single battery charge. He likewise produced several gasoline cars during that period. Of all of his inventions he considers the roller bearing patent, secured about 1893, as the most important, it being largely used by the United States government on gun carriages and also used on locks at the Panama canal. The value of his life work can scarcely be overestimated, for the results are far-reaching, being of great worth along various industrial lines. He is constantly finding practical solution for intricate and involved mechanical problems and he is accorded distinction and honor as a Massachusetts inventor and manufacturer.

JOHN T. CALLAHAN

The record which the American public holds in greatest esteem is that of the man who carves out his own success, who places his dependence upon industry, perseverance and the development of sound judgment. These qualities have featured largely in the career of John T. Callahan, president of the Archer Rubber Company of Milford. He was born in Charlestown, Massachusetts, January 18, 1881, a son of William and Mary (Landregan) Callahan. He obtained only a grammar school education and started to work when but fourteen years of age in the employ of the Standard Rubber Company. He afterward became associated with the Milford Rubber Company and made steady progress, being advanced through successive promotions to the position of assistant manager. In 1907, associated with C. B. Archer, he organized the Archer Rubber Company, which has controlled a steadily growing business and now has a large plant in which more than five hundred people are employed. They have specialized in what are known as leatherette rubber coats, made with a patented lacquer finish which is not affected by weather conditions, and the ready sale of this product has been one of the most important features in the continued and gratifying success of the company. They also manufacture rubber covered rolls and hospital sheetings.

In 1921 Mr. Callahan was married to Miss Mary E. Harrington and they have two children, Pauline and John Jr. while by a former marriage Mr. Callahan had a daughter, Marguerite. In religious faith he is a devout Catholic, identified with St. Philip's church at Waban, Massachusetts. He finds recreation in golf but the greater part of his leisure is devoted to the enjoyment of his home. He is a self-made man in the highest and best sense of the term and his life record should serve to inspire and encourage others, showing what can be accomplished when courage and ambition point the way and where determination, industry and perseverance are unflinching.

RIVERSIDE PAINT & VARNISH COMPANY

The plant of the Riverside Paint & Varnish Company, of 86 Western Avenue, Boston, is located in Waltham, where paints and varnishes are manufactured. The concern has capital of \$100,000, Walter S. Hughes being president, F. S. Litchfield, vice president, Greta C. Coleman, secretary, and Carrie W. Kurrelmeyer, treasurer. The concern manufactures a complete line of paints, varnishes, enamels and japans, for the industrial trade, as well as a special line of goods for master painters.

FRANKLIN S. LITCHFIELD

Franklin S. Litchfield, vice president of the Riverside Paint & Varnish Company of Waltham, with active charge of the factory and production, has been a lifelong resident of Massachusetts, his birth having occurred in Arlington, February 13, 1884. His father, Edward Litchfield, was born in Pepperell, Massachusetts, and his mother, Martha (Roberts) Litchfield, was born in Berwick, Maine, but they established their home in Arlington, where their son Franklin attended the public schools. In early manhood he became connected with the Burbank-Ryder Varnish Company of Boston and thus gained his initial experience along the line of business in which he is now active. He was with the firm altogether for four years. He afterward spent a similar period with Wadsworth Howland & Company, Inc., dealers in paints and varnishes, and was subsequently with the Cambridgeport Paint Company as manager. This business was reorganized on the 27th of September, 1918, and incorporated under the name of the Riverside Paint & Varnish Company, at which time Mr. Litchfield was made the vice president and given charge of the factory and production. Since he became connected with the company the business has expanded several times and the house enjoys a substantial and gratifying reputation by reason of the nature of the products handled and its reliable dealings with the trade.



MRS. CARRIE W. KURRELMEYER



FRANKLIN S. LITCHFIELD



RIVERSIDE PAINT & VARNISH COMPANY

In June, 1909, in Berwick, Maine, Mr. Litchfield married Miss Catherine E. Fall and their only child, Doris, is now eleven years of age. He is a Blue Lodge Mason but activities outside of business have had little claim on his time and attention, as he has always concentrated his energies upon his individual duties since entering the commercial world.

CARRIE WALLON KURRELMEYER

Carrie Wallon Kurrelmeyer, well known in business circles under her maiden name of Carrie Wallon, has been treasurer of the Riverside Paint & Varnish Company of Waltham since 1919. She was born in Boston, Massachusetts, March 23, 1887, and after attending high school there pursued a course in law and accountancy in the Pace School at Boston. She then entered business circles by becoming connected with the American Sugar Refining Corporation, with which she remained for thirteen years. In November, 1918, she came to the Riverside Paint & Varnish Company and became treasurer shortly after. The president, Walter Scott Hughes, has never been active in the business and for the past three years has remained continuously in Europe, so that the business management of the company largely devolves upon the treasurer. Her ability is widely recognized and she has served as secretary and treasurer of the Boston Chapter of the National Association of Cost Accountants.

At Boston, on the 17th of October, 1927, Miss Wallon became the wife of Herman R. Kurrelmeyer, who holds a professorship in the Massachusetts Institute of Technology. She is a Christian Scientist and, appreciative of the social amenities of life, has gained many friends but is perhaps most widely known as a very capable business executive, free from ostentation or display yet most proficient in handling important business problems.

ELLIOT SCHUYLER PHILLIPS

Elliot Schuyler Phillips, who since 1913 has been associated with the manufacturing business of the Devoe & Raynolds Company, Inc., giving his entire attention to the business since 1915, was born in New York, January 16, 1893, a son of William Hackett and Susan (Knight) Phillips. He pursued his education in the Horace Mann School of New York, in the Haverford School at Haverford, Pennsylvania, and in Yale University as a member of the class of 1915. Previous to the completion of his studies, however, he had become identified with the Devoe & Raynolds Company, to which he gave part time while continuing his studies. After two years spent in that way he concentrated his entire efforts and attention upon the business and, making continuous progress, reached the presidency

of an enterprise which through constant expansion has become an active factor in commercial development in various sections of the country. He is now president and director of the Devoe & Raynolds Company, Inc., of New York, of the Devoe & Raynolds Company, Inc., of Georgia, and of the Devoe & Raynolds Company, Inc., of Texas and Virginia. He is likewise officially connected with Wadsworth Howland & Company, Inc., of New York, Florida and Massachusetts, and with the Peaslee Gaulbert Paint & Varnish Company of Kentucky and Delaware.

In St. Bartholomew's church in New York, on the 26th of October, 1918, was celebrated the marriage of Mr. Phillips and Miss Katherine Fitch of Jeffersonville, Ohio. They now have two daughters, Suzanne Knight and Elizabeth Fitch Phillips. Mrs. Phillips is a member of the Westchester Woman's Golf Club.

Mr. Phillips belongs to the Yale Club of New York, and during his student days became a member of Phi Sigma Kappa in the Yale Chapter, First Quadrant, 1914-1915. During the World war period, from 1917 to December, 1918, he was an ensign in the United States Naval Reserve Flying Corps. He finds relaxation from onerous and heavy business responsibilities in his club relations, having membership in the Beach Club of Greenwich, the Greenwich Country Club, Indian Harbor Yacht Club, the Metropolitan Club, the Field Club of Greenwich and the Manursing Island Club.

RENSHAW SMITH, JR.

A young man of but thirty-two years, Renshaw Smith, Jr., occupies a prominent position in industrial circles as vice president, treasurer and general manager of Wadsworth Howland & Company, Inc., of Boston, a subsidiary of Devoe & Raynolds Company, Inc. He was born in New York City on the 16th of April, 1897, and in the acquirement of an education attended grade and high schools of the eastern metropolis. After putting aside his textbooks he spent two years as a salesman in the employ of the Union Carbide Sales Company and then embarked in business on his own account as a coffee and sugar broker of New York city. In February, 1922, he associated himself with the Devoe & Raynolds Company, paint manufacturers, in the service of which corporation he won special recognition by reason of his unusual success as a salesman in eastern territory. It was in October, 1925, that he was chosen for executive position, being made vice president, treasurer and general manager of Wadsworth Howland & Company, Inc., of Boston, a subsidiary enterprise. His efforts are now directed toward making this a national concern with branches in all parts of the country. Mr. Smith has a remarkable business record for a man of his years and one may safely prophesy that the future holds for him greater successes.

On the 25th of January, 1921, at Greenwich, Connecticut, Mr. Smith



Lensha Smith

was united in marriage to Miss Anne Alves. Their son, Renshaw Smith (III), was born December 12, 1922. Mrs. Smith is an active member of the Woman's Club of Newton, Massachusetts.

During the period of the World war Mr. Smith spent two years in the navy on convoy duty and on a submarine destroyer, being honorably discharged as ensign. He belongs to the Boston Chamber of Commerce and is a popular member of the Commonwealth Country Club and the Vesper Country Club. His religious faith is indicated by his membership in the First Presbyterian church of Boston, of which he is a trustee. He has won many warm friends in his adopted city, which numbers him among its prosperous, enterprising and representative young business men.

SWEET PAPER BOX COMPANY, INC.

The Sweet Paper Box Company, Inc., of Norton, is the outgrowth of the business established by A. H. Sweet & Son, manufacturers of paper and wooden boxes. The business had its inception at Norton in 1880 and was carried on under the name of A. H. Sweet & Son until July, 1918, when it was purchased by George H. Fuller, Frank L. Nelson and Louis J. L'Amoureux. At that time it was incorporated and capitalized for twenty thousand dollars, with F. L. Nelson as president; G. H. Fuller as treasurer and manager, and L. J. L'Amoureux as clerk. Their plant was destroyed by fire in December, 1925, and the business was then removed to the present location in Chartley. They manufacture all kinds of set up paper boxes and displays, and ship their products to the middle west and the south as well as to all points in New England. They employ on an average thirty to thirty-five people and occupy a two-story and basement building but are planning to erect a new structure on the old site.

GEORGE HOWARD FULLER

George Howard Fuller, treasurer of the Sweet Paper Box Company, Inc., of Norton, was called to his present official position in July, 1918, and has continued to serve as the financial executive of the organization since that time. He was born in Pawtucket, Rhode Island, October 22, 1878, and is a son of James Addison and Priscilla (Snow) Fuller. He was graduated from the high school at Plainville, Massachusetts, in 1895 and from the Bryant & Stratton Business College in 1896, while later he took a special extension course in Boston University. Mr. Fuller has largely devoted his life to business administration. He was originally bookkeeper and cost clerk and later purchasing agent for A. H. Sweet & Son at Norton covering the period from 1897 to 1918 and during that time gained a comprehensive knowledge of the business. Then, in associa-

tion with Frank L. Nelson and Louis J. L'Amoureux, he purchased the paper box business of A. H. Sweet & Son and has since been treasurer of the concern, which is known as the Sweet Paper Box Company, Inc. His labors have been a potent element in the success of the enterprise, which is reaching out along lines of creditable expansion.

On the 14th of July, 1903, in North Attleboro, Massachusetts, George H. Fuller was married to Miss Louise D. Adam, who was born in Danville, Canada, May 28, 1880, and they now have three children: Howard, Marcel, Myrtice Louise and Irvin James.

Aside from his business activities Mr. Fuller has been closely associated with those interests which make for civic progress and improvement and for the uplift of the individual. He is affiliated with the Chartley Methodist church and has served as president of its board of trustees and as superintendent of its Sunday school. He belongs to Ezekiel Bates Lodge, F. & A. M., to the Norton Grange and the Mansfield Rotary Club. His labors in behalf of his city have been far-reaching, effective and beneficial. He served on the school committee of Norton for five years, has been town accountant since 1926, and was a member of the finance committee of Norton from 1923 until 1929. From 1924 until 1927 he served as treasurer of the Norton Board of Trade, of which he was president during the ensuing year, and is now a director of the Norton Public Library. A spirit of marked enterprise and progress has actuated him in all of his public service, and Norton claims him as one of its most valuable citizens.

FLASH CHEMICAL COMPANY

The Flash Chemical Company had its inception in the initiative spirit and progressive methods of Alfred E. Cleveland, who is president of the organization. More than twenty-three years ago Mr. Cleveland, then engaged in the manufacture of soap, was continually thinking out new methods and improvements, just as he is today. Even prior to this time he had been identified with the manufacture and sale of soap, and in 1906 he was giving considerable thought to the manufacture of a cleaner to be used by mechanics and steel mill workers particularly, who, by reason of the character of their tasks, found that common soap would not remove the lodged-in dirt and grime. The story has been told as follows.

"One day while making experiments in connection with textile soaps and having at hand a mixture which was a blend of several oils, he started towards the sink. On his way, he passed a barrel of pumice and the thought of combination of oils and pumice as a possible base for a hand cleaner flashed across his mind. So quickly and thoroughly did the combination of the oil mixture and pumice clean his hands that Mr. Cleveland was greatly impressed. He thought about it all the way home, to the extent that after dinner he returned to his laboratory to make further

experiments. He soon became convinced that he had discovered the makings of a wonderful hand cleanser. He did not dream that he had found something destined to be distributed throughout the world.

"Within a month a company was organized to manufacture this cleanser, with a capital of about eight hundred dollars, the most of which was spent on advertising, and a small shop was opened at 97 Fulton street, Boston. This was in June, 1906. By September the new company had so many orders for this hand cleanser that the little shop could not begin to take care of the business, and Mr. Cleveland leased the entire building at 9-10 Fulton place."

Recognizing the fact that he had produced a valuable and marketable article, Mr. Cleveland desired to give it a name that would win public attention. One day, while pondering over the matter, he was talking with a friend during a thunder storm and mentioned that he was looking for a good name for his hand cleanser. Just at that moment a flash of lightning illumined the sky. "There's your name—Flash!" exclaimed his friend, and from that time to the present the name has been used in connection with the products of the factory, usually with a streak of lightning across the letters.

In 1915 the company removed to Kendall square, where a new four-story brick building had been erected especially for them on Main street. After two years this was inadequate to the needs of the business and in 1917 the company purchased the present building on Second street with an adjoining vacant lot which would enable the enterprise to expand. Today the business is national in its scope, with branch offices in Chicago, New York, Pittsburgh, Detroit, St. Louis and San Francisco, and with representatives in many foreign countries. The business has developed continuously owing to the fact that the hand cleanser has met a real need in the industrial world, and the other reason is that Alfred E. Cleveland is a forceful and resourceful business man who from the beginning watched his sales, studied distribution and advertising and kept in touch with every question bearing upon the expansion of the business. He was the first to establish and maintain the policy of distributing hand soaps and cleaners solely through the regular trade channels of jobbers and retailers. Appreciative of the necessity of an outstanding feature for an advertising program, he created, in 1906, the use of the Flash hand as a trade-mark, it readily lending itself to the purpose, being symbolical of the use of the product. It is an advertising medium which is recognized immediately in every part of the country. Moreover, the Flash Chemical Company maintains a fleet of advertising cars scattered throughout the various manufacturing centers of America. Flash was the first product of which a large reproduction of its package was used on advertising automobiles—a form of advertising which has since been copied by other manufacturers.

From the outset tests have continually been made and experiments constantly conducted to safeguard the quality of this product and later of others bearing the Flash name. A department is maintained solely for

the purpose of making tests of ingredients and of finished products, and of conducting experiments tending toward the improvement of products and containers. With the passing of time the Flash cleaner has been followed by a long train of hand soaps and cleaners, the majority being under private brand names for other distributors. Flash, however, has the distinction of being an oil cleaner, made of antiseptic and healing oils, glycerine and genuine Italian pumice. The other products of the company are also fast becoming very popular and include Vegetol Soap, an antiseptic soap made of cocoanut oil, Flash Waterless Soap, for use where water is not available, Cleanup Soap Paste, Flash Cafo-Cear, an insecticide, Flash Hardwater Pumice Soap, Flash Cream Silver Polish, Flash Cream Metal Polish and Flash Liquid Soap, the last named having added almost as much to the fame of the producers as the original hand cleanser.

Associated with Mr. Cleveland in the conduct of the enterprise are Joseph M. Lubit, vice president, and Albert F. White, treasurer, constituting, in connection with Alfred E. Cleveland and Frank E. Cleveland, the board of directors. The business is capitalized for one hundred thousand dollars and furnishes employment to about forty people, engaged in the production of a million cans of Flash each month, as well as a large amount of other products. Throughout the years of its existence the Flash Chemical Company has maintained a most admirable policy toward its employees. They give to each worker a week's vacation with full pay for a year's service, plus an additional day for each additional year, and, moreover, something of the just and kindly treatment of employees is indicated in the fact that every worker on the payroll has been with the company at least five years. The business has grown almost by leaps and bounds, for Alfred E. Cleveland is a man of action rather than of theory, and his progressive ideas have at once found expression in the conduct of the plant, with the result that the trade has enjoyed a notable growth year by year.

JAMES H. BRIDE

The steam fitting and plumbing business of Bride, Grimes & Company, in which James H. Bride is a partner, is located in Lawrence, in which city Mr. Bride was born in April, 1867. His parents, Thomas and Ellen (Mulcahy) Bride, were natives of Ireland. He obtained a grammar and high school education in his native city and made his initial step in the business world as an employe in the cloth finishing department of the Washington Woolen Mills, where he remained for a year. Later he was with the W. F. Rutter Company, steam and plumbing engineers, entering their service as a clerk in 1885. He found the work interesting and congenial and gained steady advancement through capability and fidelity. In 1890 he purchased an interest in the business and in 1907, in connection with E. E. Grimes, purchased the Rutter interests and organized the firm



Elias Eben Grimes



JAMES H. BRIDE

of Bride, Grimes & Company. The business has since been carried on under this leadership and has constantly increased in volume and importance. As steam and plumbing engineers they conduct an extensive industry, and their success is the direct outcome of superior efficiency. Mr. Bride is also well known in financial circles, being a director of the Merchants Trust Company and the Morris Plan Bank and a trustee of the Broadway Savings Bank. He is also a director of the Lawrence Gas & Electric Company.

On the 12th of October, 1892, Mr. Bride was married in Lawrence to Miss Mary A. Loftus, and their children are: James L., who was married to Miss Mabel Lander and has two children; Helen M., who completed a course in the Lawrence high school and is a graduate of Trinity College in Washington, D. C.; and William T., who supplemented his high school education by attendance at Villanova College, a Pennsylvania institution from which he won the degree of Mechanical Engineer, and is now associated with his father's business.

The religious faith of the family is that of the Catholic church, and Mr. Bride is a fourth degree Knight of Columbus. He is also identified with the Benevolent Protective Order of Elks, the Home Club, the Andover Country Club and the Merrimac Valley Country Club. He is a devotee of golf and also enjoys travel, spending about three months abroad each year.

ELIAS EBEN GRIMES

Elias Eben Grimes, conducting business under the name of Bride, Grimes & Company, steam and plumbing engineers of Lawrence, was born in West Andover, Massachusetts, September 13, 1866, a son of Guy Carleton and Mary A. (Woodbury) Grimes. He mastered the branches of learning taught in the successive grades of the grammar and high schools of Lawrence and then entered Cannon's Commercial College, where he qualified for the duties and responsibilities of business life. He afterward established a grocery store, which he conducted for five years, and in 1889 became associated with the firm of W. F. Rutter & Company. In this way he learned the plumbing and heating business, and in 1899 he acquired an interest in the concern. In 1907, associated with James H. Bride, also a junior partner in the enterprise, he bought the Rutter interests and with his partner organized the firm of Bride, Grimes & Company. They conduct a steam fitting and plumbing business at No. 9 Franklin street, Lawrence, and are thoroughly qualified for the most exacting work along this line, their efficiency and capability bringing to them a liberal and well deserved patronage. Mr. Grimes is identified with financial affairs as a trustee of the Broadway Savings Bank, one of the substantial moneyed institutions of Lawrence.

On the 18th of December, 1888, Mr. Grimes was married in Lawrence

to Miss Carrie M. Rutter, and they have three daughters: Bertha A., Mildred L. and Carolyn R. All are graduates of the Lawrence high school and of Wellesley College, in which Bertha A. completed her course in 1912, Mildred L. in 1914, and Carolyn R. in 1924. The second daughter is the wife of Arthur Sweeney, a prominent lawyer of Lawrence, and the youngest daughter is now Mrs. Benjamin Albert Whittier, of Baltimore, Maryland.

Mr. and Mrs. Grimes are affiliated with Trinity Congregational church, and he is identified with the York and Scottish Rite bodies of Masonry and with Aleppo Temple of the Mystic Shrine. He belongs to the Odd Fellows and to Kearsarge Encampment. His aid and influence are always on the side of moral progress and of character development and his interest in the young is shown in the fact that he is a director of the Boys Club. He likewise belongs to the Home Club, the Merrimac Valley Country Club, the Engineers Club, the Rotary Club and the Chamber of Commerce. Mr. Grimes makes golf his chief form of recreation but the major part of his time and attention are given to his business affairs, which have been crowned with success owing to his close application, sterling worth and thorough reliability.

EARLE C. AMIDON

Earle C. Amidon, president of the Aga Auto Lamp Company, Inc., of Amesbury, established the business August 8, 1922, as successors to Gray & Davis, Inc. The lamp division was started in 1897 and was a pioneer enterprise of the automobile lamp industry. Today the company manufactures automobile lamps, marine lights and a general line of metal stamping products. Its output is sold all over the country and to the foreign trade to some extent. The company now employs about two hundred people and occupies approximately fifty thousand square feet of floor space. The officers are: E. C. Amidon, president; and M. L. Gordon, treasurer and secretary.

Mr. Amidon was born in Millers Falls, Massachusetts, August 11, 1892, a son of Henry S. and Viola E. (Nichols) Amidon, natives of Rowe, this state. The father is engaged in the lumber business at Amesbury, where he makes his home, and the mother is also living. Earle C. Amidon attended the Greenfield (Mass.) high school, from which he was graduated in 1910, and began his business career as an employe of the Greenfield Tap & Die Corporation, with which he remained until 1915. He next spent two years with the H. E. Harris Engineering Company of Bridgeport, Connecticut, after which he was in World war service until 1919, being attached to the ordnance division in the arsenal at Rock Island, Illinois.

When the country no longer needed his military aid Mr. Amidon became identified with the American Bosch Corporation at Springfield, Massachusetts, remaining there until he started in business on his own

account in 1922. He was one of the associates who purchased the plant of Gray & Davis, Inc. He was made vice president of the new organization, known as the Aga Auto Lamp Company, and on the 1st of June, 1929, he was elected to the presidency. This company has built up a very successful business due to careful management, thoroughness and keen insight into market conditions.

Mr. Amidon is identified with the Masonic fraternity, the Square & Compass Club of Boston, the Rotary Club of Amesbury, the Dalton Club of Newburyport and the Amesbury Country Club. For recreation he turns to boating and golf.

MAURICE L. GORDON

Maurice L. Gordon, secretary and treasurer of the Aga Auto Lamp Company, Inc., with plant at Amesbury, was born in Boston, February 4, 1894, and is a son of Simon L. and Rose Gordon. He completed his grammar school education in 1908 and was graduated from Dorchester high school in 1912, after which he started out in the business world in a humble capacity, becoming stock room boy in a manufacturing plant. From that point he has steadily worked his way upward, wisely utilizing his time, his talents and his opportunities for the attainment of success. Step by step he has advanced until he now has official connection with the Aga Auto Lamp Company, Inc., as its secretary and treasurer. This company is engaged in the manufacture of automobile lamps, and its activities also include metal stampings, chromium, nickel and copper plating and enameling. The business has been developed to one of substantial proportions, and in his present responsible position Mr. Gordon has voice in its management and control, being also one of the directors of the company.

In Masonic circles Mr. Gordon is well known through his membership in Rabboni Lodge, F. & A. M., of Dorchester, and he is also identified with the Amesbury Club, the Amesbury Country Club, the Rotary Club of Amesbury and the Square & Compass Club of Boston.

GEORGE J. MARTIN

George J. Martin, president and treasurer of Martin Manufacturing Co., manufacturers of novelty curtains and curtain piece goods at West Newton, Massachusetts, is a native of that city. After completing his high school education he entered the employ of Tucker Hammond & Company, jobbers of hosiery and underwear, with whom he worked his way upward from a position in the shipping room to the head of stock during a period of six years. Following that period he was a traveling salesman for this and another concern for the next ten years.

At the end of that time Mr. Martin was most anxious to get into business for himself, feeling that if he could make money for others, he ought to be able to make it for himself. He started manufacturing curtains in one of his father's wagon sheds in 1897 while still traveling as a salesman. In 1898 he bent all his energy to his own business and in a year had worked up to a remarkably successful point. By this time he was manufacturing novelty curtains which had just then come into vogue, curtains previous to this time having been made in Europe. He established a plant in West Newton on leased land. In 1905 having become a little tired of putting up buildings on this property, which buildings he never could remove, he built the present set of buildings on Washington street, near the center of the village on account of this situation being so convenient to trolley cars coming from Waltham and all parts of the city.

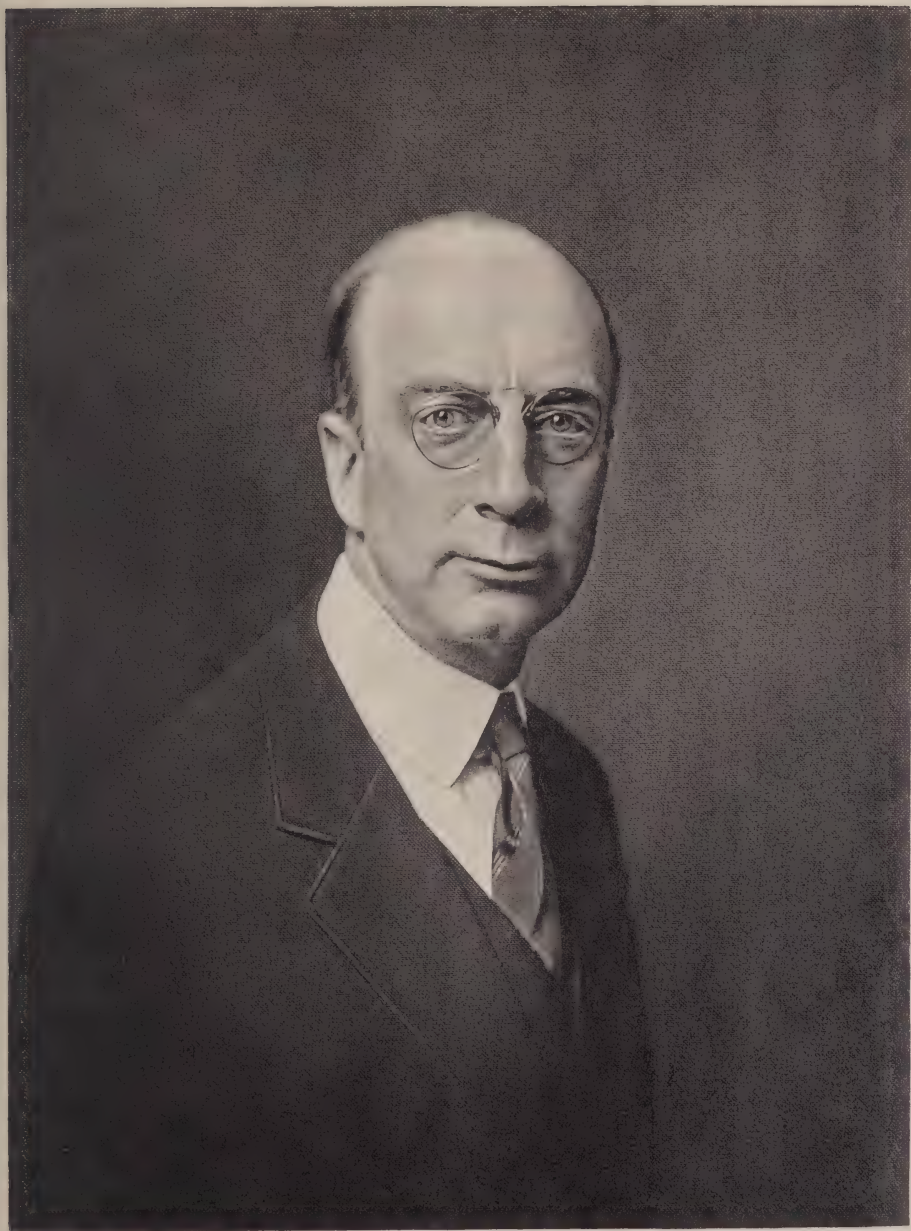
The business has been generally successful since its inception. The company is capitalized for two hundred and sixty thousand dollars. From the beginning Mr. Martin has been president and treasurer of the company. He is also vice president and director of the Dedham Community Theatre and the Bellevue Community Theatre; a director of the Newton Theatre, Inc., of the Massachusetts Casualty Insurance Company and of the Newton Trust Company. He is a trustee and clerk of the Newton Savings Bank; a member of the Vesper Country Club, of the Woodland Golf Club, the Boston Athletic Association, Boston City Club, Boston Chamber of Commerce, Philadelphia Carpet & Upholstery Club and of the Upholstery Association of New York. He is vice president and treasurer of the Newton Chamber of Commerce.

Martin Manufacturing Company employs about one hundred people and does an annual business of from one million to one million and a quarter.

DAVID ADELBERT CUTLER

David Adelbert Cutler, who has attained merited distinction as a rubber chemist and manufacturer, is president and treasurer of the Alfred Hale Rubber Company of Atlantic, Massachusetts, makers of "Rajah" soles, known throughout the shoe trade as one of the best finished rubber soles. It is used in all styles of shoes and is distributed under the well known trade-mark Rajah Hale. This product comprises nearly ninety-nine percent of the output of the factory, with rubber specialties as a side line.

Continuously identified with rubber manufacturing interests for nearly a third of a century, Mr. Cutler has become widely recognized as one of the foremost representatives of the industry in New England. He was born at Wakefield, Massachusetts, November 6, 1879, his parents being David Cushing and Estella Augusta (Mead) Cutler, also natives of this state. His father was a member of the firm of Cutler Brothers,



Alvin Hunter

grocery merchants of Wakefield, where the business was established many years ago. Adelbert Mead, the maternal grandfather of David Adelbert Cutler, was the first merchant on North Market street in Boston, organizing the firm of A. & O. W. Mead & Company, commission merchants.

Following the completion of his high school studies in 1896, David A. Cutler pursued a business course in Burdett College of Boston, from which he was graduated in 1897. He then started in the rubber business as a billing clerk for the Hood Rubber Company of Watertown, Massachusetts, with which he was connected for two years, while in 1899 he became chemist for the Goodyear Rubber Company of Middletown, Connecticut. In 1900 he took a special course in rubber chemistry at Wesleyan University—the first course laid out by Walter P. Bradley. In 1901 he acted in the capacity of chemist for the Apsley Rubber Company of Hudson, Massachusetts, and during the succeeding six years, from 1902 to 1908, was chemist successively for the Calumet Tire & Rubber Company of Chicago, Illinois, the Manhattan Rubber Manufacturing Company of Passaic, New Jersey, and the Manufactured Rubber Company and the Continental-Mexican Rubber Company of New York City. As consulting expert for the Intercontinental Rubber Company of New York city he was instrumental in the development of guayule and has originated several processes for the treatment of guayule and plantation rubber. In 1909 Mr. Cutler became chief chemist of the Revere Rubber Company of Chelsea, Massachusetts, and the following year was made general manager of the development department of the United States Rubber Company. In 1913 he opened an office as an expert in crude rubber research in New York city and soon became associated with the Acushnet Process Company of New Bedford, Massachusetts, of which he was elected president in 1914. In 1916 he purchased the business of the Aldred Hale Rubber Company, then located in South Boston, Massachusetts, of which he is now president and treasurer. Under his careful management this firm has successfully specialized in the rubberizing of cloth and the manufacture of molded rubber goods. A writer for *The India Rubber World* said of Mr. Cutler: "Few men have had such a varied and extensive experience in rubber research or have so successfully combined technical knowledge with manufacturing instinct and business ability." Mr. Cutler has continued to serve various rubber companies in a consulting capacity. He has been chairman of the rubber section of the American Chemical Society, president of the Rubber Research Corporation of South Braintree, Massachusetts, president of the Lockwood Fibre Company and a director of the Morrill Process Company.

Mr. Cutler has been married twice. On the 2d of June, 1904, he wedded Charlotte May Terhune, who passed away in November, 1906, leaving a son, A. Cushing Cutler, who was graduated from Harvard University with the degree of Bachelor of Arts in the class of 1928 and is now vice-president of the Aldred Hale Rubber Company. On the 21st of October, 1909, David A. Cutler married Blanche Mildred Williams, and they are the parents of four children: David Roy, Helen Mildred, Eliza-

beth and William Raymond. Of this family David R. Cutler is now pursuing an aeronautical course in the Massachusetts Institute of Technology. He won the first state prize awarded by the American Chemical Society for the best essay on the relation of chemistry to the development of an industry.

A worthy exemplar of the teachings and purposes of the Masonic fraternity, Mr. Cutler has attained the thirty-second degree of the Scottish Rite in the order. He is president of the Wollaston Unitarian Society, vice president of the Rotary Club of Quincy and a member of the Commons Club of Wesleyan University, the Rubber Association of America, the Boston Chamber of Commerce, Associated Industries of Massachusetts and the Quincy Chamber of Commerce. His varied business, civic and social connections indicate the scope and breadth of his interests, and the executive offices for which he has been chosen attest his high standing among his fellow citizens.

THOMAS DALBY COMPANY

The story of the Thomas Dalby Company has its beginning in the midland counties of England, for generations a great center of the manufactures built on the inventions of the Lee brothers, Jedediah Streett, Richard Arkwright and Edmund Cartwright.

Thomas Dalby was born in the ancient city of Leicester in 1823, so that the story begins just over a century ago. In the town of Leicester, Thomas Dalby learned the business of knitting in the most practical way, under the thoroughgoing system of apprenticeship, which made such excellent workmen. And, like many others, Thomas Dalby found conditions in early Victorian England somewhat hard, with opportunity restricted, and so he turned his face and his hopes to the west, coming to New England in 1844, when he was twenty-one years old, and bringing with him an English bride. He settled at Portsmouth, New Hampshire, finding employment in a small knitting mill. In Portsmouth, Thomas Dalby did two highly practical things; he saved his money, and studied American conditions and methods, not only of manufacture but of distribution.

In 1852, eight years after his arrival in the United States, he decided that he had sufficient capital and experience to go into business on his own account. After a preliminary survey of the situation, he decided to settle at Watertown, Massachusetts, on the north bank of the Charles river, and some seven or eight miles west of Boston Common. Boston in those days had not spread out so far along the Charles river.

He built a small shop for himself, bought knitting machinery, and began to manufacture underwear for men, and hosiery for women and children. His technical skill, and the insight he had gained in Portsmouth made his venture a modest success from the outset, so that he was shortly



THOMAS DALBY

able to move into larger and better quarters, on Bridge street, Watertown, where he installed additional machinery.

About this time, in December, 1855, his son and successor, Thomas A. Dalby, was born.

In the Bridge street quarters, success, secured by the qualities we have described, continued with him. He made and saved money, and his business grew to a point for which the Bridge street quarters were no longer adequate. So he took the decisive step of building a factory for himself on Morse street, the present location of the Thomas Dalby Company. This marks an epoch in the history of his business, registering a substantial success already attained, and opening the way to a larger success in the years that followed. With the expanding business came specialization of the product. Underwear for men was dropped, and the entire skill and energy of the factory was concentrated on the manufacture of fine knit underwear for women and children and infants.

In 1892, forty years after his first coming to Watertown, the business was incorporated under the laws of the state of Massachusetts. Another building, originally a silk thread mill, was bought to supplement the factory on Morse street.

The Thomas Dalby Company was the first manufacturer of fine knit underwear that went direct to the retailer instead of the universal selling through the jobber in vogue fifty years ago. Since then, the company has never deviated from the policy established; and today, its list of customers might well be termed a blue book of the best retail stores in the country.

With offices in New York city, Chicago, Illinois, San Francisco and Los Angeles, California, from which salesmen reach practically every town and city in the United States, the Thomas Dalby Company is ranked today as the leading manufacturer of high-grade ladies', children's and infants' underwear.

In 1898, Thomas Dalby died, being then seventy-five years old. The conduct of the business passed to his son, Thomas A. Dalby, who became president and treasurer of the company, holding that position for something over twenty years. These twenty years mark the modern expansion of the Thomas Dalby Company, to whose problem of development Thomas A. Dalby applied the gifts of an able American business man, with the result that he increased the company's business more than fourfold. In 1919, failing health caused him to transfer his interests in the business to Allan D. Craig, his nephew and grandson of the founder, who is the present president of the corporation. Thomas A. Dalby died July, 1923, in his sixty-eighth year.

Other officers of the Thomas Dalby Company are: vice president, William A. Murphy, who has been associated with the company for nearly a decade; treasurer, Lucius W. Grotto, who has been with the company since November, 1926.

The Thomas Dalby Company is capitalized for three hundred thousand dollars and does upwards to one million dollars worth of business annually. Its plant consists of one hundred and fifty knitting machines of the most

modern type, an up-to-date bleachery and dyehouse, and a regiment of sewing machines, to put the company's product in its final form.

We had the pleasure of spending some time among these machines, watching them at their fascinating work, and gathering interesting facts as to the details of manufacture. A large variety of materials are used—cotton, mercerized cotton, merino, which is a blend of cotton and wool, pure wool, fibre silk, spun silk, and floss silk. Merino gravitates toward underwear for infants, while the fine cottons and silks are for those of riper years.

We saw much of the yarn being rewound to make certain of its quality, to eliminate waste, and to secure more even knitting. The finer cotton yarn and all the woolens and worsted are rewound for these purposes. Three principal types of knitting machines are used. First comes the Cooper Spring Needle machine, which is said to produce a light and more elastic material. We saw it busily knitting a wide tube of cloth, which was wound on a fat roller up under the ceiling. The second and third types of machines, the Scott and Williams Latch Needle, and the Wildman Latch Needle machines, roll their web of tubing beneath the machine, just above the floor.

The cut or gauge of the machine means the number of knitting needles, and therefore of stitches, to the inch. There may be ten, twelve, fourteen, and so on, needles to the inch; the more needles, the finer the web. The needles stand upright in a circle, which varies in diameter from seven to twenty-two inches; two rows of needles, fed by four, six or eight threads of yarn interlock and form the stitches, knitting a tube of cloth, as already described. Cooper machines may knit either ribbed cloth or flat; to the flat, the name Balbriggan is given, from the old town to the north of Dublin, famous for a product of that kind.

When the tube of knitted cloth has reached a point where the roll is about two feet thick, it is taken off the knitting machine, and sent down a chute to the floor below, the knitting machines being on the top floor. Wildman tubular machines also knit much smaller tubes of material, five-eighths of an inch wide for the binding of armholes, and seven-eighths of an inch wide for the facings of infants' shirts. These machines make five hundred revolutions a minute, which means that they knit eight rows of stitches each second.

The roll of cloth, sent down the chute, as we saw, is on its way to be bleached. But before going to the bleachery it is turned inside out, a process which may be compared to pulling off a stocking, and which is carried out by an ingenious machine, the backbone of which is a long brass tube four or five inches in diameter. The Cooper machine knits its web inside out, so that turning is unnecessary. The purpose of turning is, that the bleaching may be done on the wrong side, to preserve the surface, just as damask is ironed on the wrong side for the same reason. The cotton fabrics are bleached in a solution of liquid chlorine; while for the wool and silk, peroxide of hydrogen is used. The cottons take two and a half hours for this stage, while the woolens take three hours.

Then follow two hours in the drying room, through which the cloths pass in an endless procession. After they have been dried, the rolls of cloth, which may be as much as three hundred yards long, are turned right side out again. In materials where colors are to be used, the dyeing comes at this stage. Pink and peach are the favorite tints.

Thereafter, the process of manufacture is what is called a cut and stitch proposition. The cloth is laid in many layers on long tables; patterns are marked on the topmost layer; the cutting machines thread their way along the lines of the patterns and there remain only the processes of putting together, seaming, trimming and finishing. Then come the stages of steam pressing, inspecting and folding; and the various intimate garments, from infancy to maturity, are ready to go into their very attractive boxes, on their way to the merchants who will distribute them to future wearers. We do not feel ourselves qualified to describe the endless varieties of dainty things which are the final result of these many processes. We saw and admired, but cannot do them justice in words. Fortunately, this is not necessary, for a reason which brings us to a very interesting subject.

The products of the Thomas Dalby Company are nationally advertised, "in great national publications, read by millions of women, most of them mothers of children." And these products appear to us to illustrate exactly the feature we have indicated as essential to successful national advertising, namely, something quite definite, which does not change from year to year, something not subject to season or vogue. In this case, that definite thing is the quality of excellence which the first Thomas Dalby insisted on, embodying the ideals of fine material and skilled workmanship he learned in the English Midlands, nearly a century ago.

ALLAN D. CRAIG

Allan D. Craig, bending his efforts to administrative direction and executive control as president of the Thomas Dalby Company, manufacturers of knit underwear at Watertown, was born in Chicago, Illinois, in 1888. Liberal educational opportunities were accorded him, bringing him to his graduation from the University of Chicago with the class of 1909. In the same year he started out in the business world as a salesman in the Chicago office of the Thomas Dalby Company and acquired a comprehensive knowledge of that phase of the business. Appreciation of his capability and his adaptability led to the selection of Mr. Craig for the office of treasurer of the company and he came to the factory in Watertown, Massachusetts, in order to assume the duties of that position in 1912. He has since been active in the control of the business at this point and is now president of the Thomas Dalby Company, manufacturers of knit underwear, an extended mention of the business being made on another page of this work.

In Chicago, in 1912, Mr. Craig was married to Miss Amy Little, of that city, and they have three children: Donald, Ralph and Patricia. Mr. Craig was made a Master Mason in Watertown and he also has membership with the Rotary Club here. He upholds those interests which are vital to the civic welfare of the community and is accounted an asset to the citizenship of Middlesex county.

LUCIUS W. GROTTO

Lucius W. Grotto, treasurer of the Thomas Dalby Company, underwear manufacturers at Watertown, was born in Brattleboro, Vermont, August 20, 1903, and is a son of Charles Thomas and Caroline (Worden) Grotto, the former a native of Plattsburg, New York, while the latter was born in Guilford, Vermont. The family home being removed from Brattleboro in the Green Mountain state to Greenfield, Massachusetts, Lucius W. Grotto there pursued a public and high school education and afterward took a course in the Bentley School of Accounting & Finance at Boston. He entered business life in 1918, at which time he became an employe of the New England Box Company, in charge of orders and billing, remaining in that position until 1923. Since November, 1926, he has been associated with the Thomas Dalby Company, manufacturers of knit underwear, serving as chief accountant until August, 1928, when he was made treasurer of the company and as one of its chief executive officers aids in establishing its policy and directing its development.

On the 1st of October, 1927, in Greenfield, Massachusetts, Mr. Grotto was married to Miss Agnes Patterson and the third member of the family is a little daughter, Patricia Anne, born in 1928. The parents hold membership in the First Baptist church of Watertown and Mr. Grotto is identified with the Chamber of Commerce. He is a Master Mason, belonging to the lodge at Greenfield, and he has membership in the Beta Tau Alpha fraternity. He enjoys tennis and hunting, which constitute his chief forms of recreation during vacation periods.

GEORGE L. GILMORE

George L. Gilmore of Lexington, Massachusetts, is well known as the proprietor of the Middlesex Bleach, Dye & Print Works at Somerville, conducted by K. M. Gilmore & Company, with which he has been continuously identified since the beginning of his business career and of which he became owner in 1910. So far as is known, this is the oldest finishing plant in the United States. It was established in 1801 as the Charlestown Bleaching & Dye Works, Somerville then being a part of Charlestown. The plant was incorporated in 1819. After Somerville was made a city,



George L. Gilmore

the name was changed to the Somerville Bleaching & Dye Works, and about 1852 the present style of the Middlesex Bleach, Dye & Print Works was adopted. It was in 1857, following his graduation from the Charlestown high school, that Kelsey M. Gilmore, father of George L. Gilmore, associated himself with the business, of which he became a partner in 1878 and sole owner in 1896. At his death, his son succeeded to the ownership of the plant, the only one of its kind which is not incorporated, so far as known.

George L. Gilmore was born in Charlestown, Massachusetts, March 29, 1868, a son of Kelsey M. and Mary L. Gilmore, and pursued his education in the primary, grammar and high schools of that place. Subsequently he matriculated in the Massachusetts Institute of Technology, from which he was graduated with the degrees of Bachelor of Science and Mechanical Engineer as a member of the class of 1890, of which he was secretary.

Mr. Gilmore then became associated with K. M. Gilmore & Company of Somerville, the enterprise carried on by his father under the name of the Middlesex Bleach, Dye & Print Works. In 1910, as above stated, he became owner and proprietor of the plant, which has since been operated under his direction with continued success, for he is thoroughly familiar with every phase of the industry and possesses, moreover, excellent qualifications as a business executive. He is president of the Textile Research Council and in 1919 was a member of the European cotton commission, which invited the textile men of Europe to attend the world cotton conference held in New Orleans in that year. Moreover, he is a director of the Arlington Mills and the Webster & Atlas National Bank of Boston.

On the 25th of June, 1895, in Lexington, Massachusetts, Mr. Gilmore was united in marriage to Jessie B. Whiting, who was born in Wilton, New Hampshire, January 4, 1870. He belongs to the Unitarian church of Lexington and his name is likewise on the membership rolls of the Bostonian Society, the Old Belfry Club of Lexington, the Country Club, the Lexington Golf Club, the Belmont Spring Country Club, the Rotary Club of Boston, the Lexington Rotary Club, of which he is an honorary member, the Union Club, the University Club, the Exchange Club, and the Technology Club of New York. He is a past president of the Alumni Association of the Massachusetts Institute of Technology and a past term member of the corporation. His hobbies have been coin and stamp collecting and golf.

The military record of Mr. Gilmore covers service in Company A of the Fifth Regiment of Charlestown Cadets in 1885 and while a student in the Massachusetts Institute of Technology he participated in the freshman drill. During the period of the World war he patriotically supported the government as a dollar-a-year man in the ordnance departments, from which he was afterward transferred to the quartermaster department. He was also president of the Lexington Historical Society during the war period and was president of the Lexington War Chest. Mr. Gilmore was

made "field driver" at Lexington in 1896, but has neither sought nor desired public office, preferring to concentrate his efforts and attention upon the conduct of his growing business interests.

CHARLES O'NEIL

Charles O'Neil, treasurer of the Lowell Shuttle Company, has been carrying on this business since 1895 and from the age of thirteen years has depended upon his own resources for a living, his business capability, progressiveness and close application being manifest in the success which attends the enterprise that he is now directing. His entire life has been passed in Lowell, his native city. He was born August 1, 1864, a son of Jeremiah and Mary (Lowney) O'Neil, who were natives of Ireland. He attended the grammar schools of Lowell and when but thirteen years of age began working in the Lowell Carpet Mills, where he remained for a year and then obtained a position in the J. S. Jaques Shuttle Works. During the fifteen-year period spent in that plant he worked his way steadily upward until various promotions had brought him to the position of foreman of the wood department.

In 1895 Mr. O'Neil formed a partnership with A. W. Saunders for the manufacture of shuttles and in 1914 the business was reorganized under the name of the Lowell Shuttle Company, with Mr. O'Neil as president and Mr. Saunders as treasurer. Five years later he purchased the interest of Mr. Saunders in the business and admitted his sons to the company. Since that time Mr. O'Neil has been treasurer of the Lowell Shuttle Company, engaged in the manufacture of shuttles and enameled bobbins, and their plant is one of the largest of its kind, furnishing employment to about one hundred men. Their output is maintained at the highest possible standard and they fully meet the demands and requirements of the trade. The most modern machinery is used in the production of their output, which finds a ready sale, and the house sustains an unassailable reputation for the integrity of its business methods and its promptness in executing orders. Mr. O'Neil is likewise a director of the Lowell Trust Company and is treasurer of the Orange County Bobbin Corporation of Chelsea, Vermont. His thorough understanding of every phase of the shuttle and bobbin business makes his cooperation a valuable asset in the conduct of any enterprise of this character.

In Lowell, in 1891, Mr. O'Neil was married to Miss Charlotte M. Adams of this city, and they have three sons and a daughter. The latter, Mary R. O'Neil, born January 8, 1894, is the wife of Dr. John J. McCann, a dentist, and they have two children, Charlotte and Alice. Charles F. O'Neil, born October 23, 1897, attended the Lowell high school, married Miss Ruth Monahan and is associated with the business established by his father, now traveling for the company. Frank J. O'Neil, born April 15, 1900, spent three years in the Massachusetts Institute of Technology, mar-



CHARLES O'NEIL

ried Margaret Dean and is now president of the Lowell Shuttle Company. Peter J. O'Neil, born July 5, 1903, was educated at Worcester Academy and he, like his brother Charles, represents the company upon the road, looking after its agents and directing the sales of the corporation, which keep fully up with the output. The activities of the three sons fully supplement the labors and business experience of the father and each year has chronicled a steady increase in the trade, as shown by the fact that at the outset only four men were employed, while today the number of their representatives is approximately a hundred.

Mr. O'Neil is a member of the Chamber of Commerce and a director of the citizens' finance committee, while at all times he is deeply interested in the public welfare, cooperating heartily in projects for the general good. He is likewise connected with the Associated Industries of Massachusetts and has long been recognized as a forceful factor in the industrial development of Lowell.

CHARLES A. RIDEOUT

Charles A. Rideout was well known in industrial circles of Massachusetts as the president of the Henry K. Barnes Company, manufacturers of transmission leather belting, and held the office at the time of his death. He was a native of Bowdoinham, Maine, and there acquired his education in the public schools, after which he learned telegraphy, becoming an operator. For thirty-three years, however, he was connected with the Henry K. Barnes Company, entering the business in a humble capacity and receiving a salary of about five dollars per week. After three or four years' work in the office he was sent out on the road and devoted practically all of his attention to the sales end of the business in a traveling capacity until the death of Charles A. Choate, president of the company, on the 17th of May, 1924. Mr. Rideout then returned to Boston as president and treasurer of the organization but he never ceased to keep in close touch with his customers. He always had a particularly large following and was well known among the textile men of New England, the south and other sections of the country.

Mr. Rideout was married to Miss Helen Lunt, of Arlington, and they became the parents of a daughter, Gertrude, now Mrs. Charles E. Hadley, of Lexington, Massachusetts; and a son, Richard, who pursued his education at Harvard University.

Mr. Rideout was a loyal follower of Masonic teachings and had membership in Russell Lodge, F. & A. M., of Arlington and in Menotomy Chapter, R. A. M. He also belonged to the Winchester and Andover Country Clubs and was senior warden of St. John's Episcopal church of Arlington. It is said that in his business relations his dealings with customers and friends always typified a spirit of service. He was ever loyal to any cause which he espoused and those who had dealings with him

found him at all times thoroughly reliable as well as progressive. He was in his fifty-seventh year when he passed away on the 22d of October, 1927.

ARTHUR D. HITCHINGS

Arthur D. Hitchings became president of the Henry K. Barnes Company in December, 1927, as the successor of Charles A. Rideout. He has been identified with the company since 1909 and is thus familiar with every phase of the leather business handled by the organization.

Mr. Hitchings is a native of Saugus, Massachusetts, born December 7, 1866. He pursued his education in the Saugus schools while spending his youthful days in the home of his parents, Otis M. and Henrietta R. Hitchings. Since putting aside his textbooks his entire attention has been given to the leather industry and in 1909 he entered the employ of the Henry K. Barnes Company in the capacity of salesman and became thoroughly familiar with the business in principle and detail. His success in the sales department and his knowledge of the trade led to his selection for the office of president in December, 1927. He is also a director of the Saugus Trust Company and the Saugus Cooperative Bank.

On the 4th of August, 1900, Mr. Hitchings was married in Skowhegan, Maine, to Miss Lura M. Hight, of Lynn, Massachusetts, and they attend the Universalist church.

WALTER M. RAY

Walter M. Ray, vice president, secretary and superintendent of the Henry K. Barnes Company of Boston, was born in Hyde Park, Massachusetts August 27 1877, a son of John G. and Emma J. Ray. He obtained only a grammar school education, attending the Greenwood school of Hyde Park, and he occupied several minor positions prior to becoming connected with the business in which he is now engaged. The enterprise was then conducted under the name of Henry K. Barnes, and Mr. Ray was a youth of nineteen years when in May, 1896, he joined the organization as an errand boy, working in the Boston store, which was then located in a basement at the corner of Franklin and Devonshire streets, where the present bank building now stands. He has continually advanced from one position to another, and after the company was incorporated he became one of its stockholders. About the year 1914 he took over the entire work of supervising the tannery and the factory at Salem, Massachusetts, and is still holding the position of superintendent. Since entering the employ of the company all who were connected with it at the outset, either in Boston or in Salem, have passed away but Mr. Ray, who has lived to see many changes, both in the personnel and in the business methods and growth

of the corporation. During this period the business has increased from a matter of about fifty thousand dollars to seven hundred and fifty thousand dollars per year and is still enjoying a steady, substantial and rapid growth. Mr. Ray has confined his attention entirely to the business and, advancing through various promotions, is now vice president and secretary as well as superintendent of the company.

On the 9th of October, 1907, Mr. Ray was married in Lynn, Massachusetts, to Miss A. Maude Libby, who was born in that city, March 17, 1882, and they have two sons: Woodbury W. and Richard F., aged respectively fifteen and ten years. Mrs. Ray has membership in the Swampscott Woman's Club and also in Victory Chapter of the Eastern Star at Swampscott. Both Mr. and Mrs. Ray are members of the Methodist church, and he is well known in Masonic circles, having attained the thirty-second degree in the Scottish Rite, while he also belongs to Aleppo Temple of the Mystic Shrine and to the Eastern Star. He was raised in Hyde Park Lodge, F. & A. M., in 1906 and is now a member of Wayfarers Lodge at Swampscott and also of the Ionic Masonic Club of Swampscott. He is likewise identified with the Boston Athletic Association, the Andover Country Club of Andover, the Fidesco Country Club of Swampscott and the Unicorn Country Club of Stoneham.

E. HARRY LANDBERG

E. Harry Landberg, treasurer of the Henry K. Barnes Company of Boston, engaged in the production of leather belting, fire protection and fire station equipment, has worked his way steadily upward since starting out in the business world on his own account, his progress resulting from industry, close application, laudable ambition and capability.

He has been a lifelong resident of Boston, in which city he was born May 25, 1890, a son of Anders J. and Jennie Landberg. At the usual age he entered the public schools, passing through consecutive grades to the high school, and afterward he attended several accounting schools of Boston in order to qualify for a business career. His efficiency secured for him the position of chief accountant with the S. A. Woods Machine Company of Boston, with whom he remained until 1924, when he entered the employ of the Henry K. Barnes Company as accountant and assistant to the president. He is now treasurer of this company, which has its plant at 234 Devonshire street and manufacturers leather belting and fire protection and fire station equipment. At the outset Mr. Landberg recognized the fact that there is no excellence without labor and when he joined the Barnes Company it was with the determination that he would "make good" and win advancement. As its treasurer he now occupies a place of executive control and has gained for himself a creditable position in manufacturing circles of the city.

Mr. Landberg makes his home in Dorchester, Massachusetts. He was married in Boston, September 16, 1912, to Miss Martha Steeves, and they have a daughter, Doris Geraldine. They are much interested in religious work and have membership in the Community church of Neponset, a Methodist institution of which Mr. Landberg is now the treasurer. He gives his political allegiance to the republican party and is an exemplary representative of the Masonic order.

PETER GRAY & SONS, INC.

Among the business enterprises that center in Kendall square in Boston is that conducted under the name of Peter Gray & Sons, Inc. The business has been in existence for more than four decades, during which time there has occurred no form of labor trouble—a fact that stands as incontrovertible evidence of the commendable methods of the house, particularly in relation to its employes. The name of this company is well known in connection with lantern making, but their line also includes sheet metal articles and specialties.

The business was founded by Peter Gray, who was born in Edinburgh, Scotland, in 1839 and entered upon an apprenticeship as a sheet metal worker when a youth of nine years. He was afterward employed in Scotland and England for an additional six years and then crossed the Atlantic to New Brunswick. His identification with the industrial development of Boston dated from 1866, at which time he became manager of the sheet metal works of George H. Mason, in which capacity he served until 1878.

It was in that year that the business, now conducted under the name of Peter Gray & Sons, Inc., came into existence. He opened a small plant at 12 Marshall street, Boston, where he began the manufacture of lanterns and general sheet metal supplies, employing six workmen. The business steadily developed owing to his dependability and enterprise. Year by year his trade relations covered a wider scope. In 1900 he admitted his sons, George M. and Mason H. Gray, to a partnership. They had been working for their father for several years and were thus thoroughly acquainted with the business, which was then conducted under the firm style of Peter Gray & Sons. Three years afterward a removal was made to 88 Union street, Boston.

The death of the founder of the business occurred in 1906, but he had given his sons thorough training, so that they were able to carry it on. In 1907 two other sons, James T. and Peter Gray, also became members of the firm and the business was then incorporated. The same year witnessed the construction of the present plant in Cambridge, where the company today engages in the manufacture of sheet metal specialties in addition to signal lanterns, and is well known in railroad circles throughout the country. Many progressive steps have been taken by the company,



Peter Gray

especially in the matter of electrification of signal lanterns. On almost every railroad in New England their lanterns are used, and they were the originators of the modern daylight lantern, by which light signals may be used in bright sunlight as well as by night. The output of the company also includes oil cans, oilers, waste cans, sprinkling cans, water pails, fuse cases, torches, water coolers and many other appliances for railroad use. They are also large producers of metal stampings, and one floor of their plant is devoted to presses and electric welding machines. They specialize in quantity production of metal units or complete products. They produce battery boxes, fabric boxes, hot water bottles, desk calendar stands, ear phones, moving picture projectors, clock cases, meter case covers, addressing machine parts, graphophone parts, electric heater parts, automobile parts and accessories, and parts for leather working, textile and shoe machinery. In their sheet metal department they make to order in any quantity such items as safe boxes, tool boxes, ash barrels, wool boxes, and containers for all purposes. Animal cages, milk inspectors' outfits, incubators and a variety of apparatus for bacteriological laboratory use are among their products, many items of which they have standardized and carry in stock. Candy case coolers, candy pans and trays and other metal supplies for confectioners are also lines which they feature. They have lately specialized in the design and manufacture of stamped metal parts to replace castings, a field in which they have already made great progress, and in radio parts of all kinds.

The founder of the business builded wisely and well, not only in the development of his factory but in training his sons for the work. The oldest, George M. Gray, now president of the company, is also a member of the Massachusetts Charitable Mechanics Association, the Boston Scottish Society and the Masonic fraternity. Of the New England Iron and Hardware Association he is a past president, and he has also filled the presidency of the Cambridge Chamber of Commerce. His brother, Mason H. Gray, is secretary-treasurer, and Peter Gray is assistant secretary. The fourth brother, James T. Gray, withdrew from the company to give his undivided time to other business interests.

GEORGE MANN GRAY

Having devoted forty-five years to the same line of business, George Mann Gray can be expected to speak with authority upon any subject relative to tin and sheet metal work. Throughout this entire period he has been connected with the business interests of Cambridge and is now president of Peter Gray & Sons, Inc., and also a director in various other business enterprises. Born in Boston, July 31, 1870, he is a son of Peter and Antoinette S. (Acres) Gray. He supplemented a public school education by study in Comer's Commercial College and then served an apprenticeship as a tinsmith and sheet metal worker, starting with his father,

Peter Gray, in 1885. Throughout the intervening period he has been continuously connected with the business, which is one of substantial proportions, and his practical training enables him to wisely direct the services of those in his employ. He has long given his attention to executive control, working his way up to the presidency of Peter Gray & Sons, Inc., and he is also a director of the Harvard Trust Company of Cambridge, the Dyar Sales & Machinery Company of Cambridge and the Cambridge Electric Light Company.

On the 1st of January, 1894, Mr. Gray was married to Lillie J. Burdick, who passed away in 1913, and on the 4th of April, 1915, he married Lydia J. Schrader, who was born in Boston, March 21, 1891. She is a member of the New England Women's Club and is interested in music.

Mr. Gray belongs to Wyoming Lodge, F. & A. M., of Melrose, which he joined in 1895 and of which he has been treasurer for the past nineteen years and also treasurer of the board of trustees. He likewise belongs to the various York and Scottish Rite bodies and the Mystic Shrine and he has membership in the Belmont Spring Country Club, the Nashua Country Club, the Cambridge Rotary Club, the Engineers Club of Boston, the New England Railroad Club and the New York Railroad Club. His activities have made him widely known in his especial field and his success is the merited outcome of close application, intelligently directed effort and sound business principles.

MASON HUNT GRAY

In 1907 the present large lantern manufacturing plant of Peter Gray & Sons, Inc., was built in Cambridge and the business established in this city, where it ranks with the important productive industries. Of the company Mason Hunt Gray is now treasurer. He was born February 28, 1876, and acquired a public school education, supplemented by study in the Cambridge Training School. He then entered the employ of the Burditt & Williams Company, with which he acquired his preliminary business experience. In 1894 he joined his father, who was the head of Peter Gray & Sons, then doing business at 12 Marshall street in Boston. He was chiefly assigned to office work and thus he acquired a broad familiarity with every phase and feature of the business. Upon the incorporation of the company he was made treasurer and assistant to the president. In 1907 the business was removed to Cambridge and the present large plant erected. As one of the officials Mason H. Gray has voice in management and in the policy pursued by the organization. In fact he and his brother, George M. Gray, are responsible for the unusual growth of the business, which is that of lantern manufacturing.

In 1912 Mr. Gray was married to Miss Mary E. Miller, of Cambridge. He belongs to the New England Railroad Club, the Longwood Cricket Club and the Engineers Club and as a Mason has membership in Belmont

Chapter, R. A. M., the Knight Templar commandery and Aleppo Temple of the Mystic Shrine. Tennis and fishing are his favorite forms of recreation.

GEORGE CARPENTER MORTON

George Carpenter Morton, as president and director of the Carpenter-Morton Company of Boston, is engaged in the manufacture of paints, varnishes, enamels and industrial products. He has been identified with this enterprise throughout his entire business career and has been the chief executive of the company since 1921.

Born in Boston on the 23d of September, 1868, Mr. Morton is a son of John Dwight and Maria Elizabeth (Wesson) Morton. Pursuing his education as a public school student, he completed a course in the English high school by graduation on the 15th of June, 1886. In the same month he started in the business world, entering the employ of Carpenter, Woodward & Morton, wholesale dealers in paints, varnishes and painters' supplies, the business being located at 151 Milk street, Boston. His association with this company, now known as the Carpenter-Morton Company, has since continued and their attention is now concentrated upon the manufacture of a full line of paints, varnishes, enamels and industrial products. Through successive promotions Mr. Morton assumed from time to time added duties and responsibilities, becoming eventually one of the officials of the company, while in 1921 he was elected to the presidency. The executive offices and salesroom are in the Sudbury building at 77-79 Sudbury street in Boston, while the company maintains a large, modern factory at 376 West Third street in Everett, where is also located their varnish works. The business has been steadily developed along modern lines in keeping with the spirit of progress which has made Massachusetts one of the great industrial and manufacturing centers of America.

Mr. Morton was married in Cleveland, Ohio, June 6, 1893, to Harriet Lottie Evans, who was born at Chagrin Falls, Ohio, January 9, 1871. Their children are: Eugene Evans Morton, who married Helen W. Leavitt; John Dwight Morton; and Marjorie Morton, who married Charles Gordon Sprague.

Both Mr. and Mrs. Morton are interested in community welfare and she served as president of the Women in Council of Roxbury for three years. They are identified with the Second Church of Christ Scientist in Boston and Mr. Morton belongs to the Oakley Country Club of Watertown, Massachusetts, the Boston City Club and to the Boston Chamber of Commerce. He has never been active in politics but his endorsement and support of any progressive civic measure can always be counted upon. For a short period he was a member of the Ancient and Honorable Artillery Company of Boston, and that he has regard for the welfare of those who have met misfortune is shown in his service as president of the Roxbury

Charitable Society and as director of the Roxbury Home for Aged Women. His executive ability has also been sought in the fields of trade and commerce and from 1911 until 1913 he served as president and director of the Boston Credit Men's Association and is also a director of the New England Adjustment Bureau. He served one term as president of the National Paint, Oil & Varnish Association, and has been vice president of the Boston Penny Savings Bank. He has closely studied the questions which bear upon manufacturing and commercial conditions and his opinions are based upon broad experience, combined with a keen understanding of the possibilities for improvement and development.

JAMES SOUTHWELL

The uninitiated has little understanding of the important preliminary work back of the production of the fine woolens and worsted goods for which Massachusetts is famous, but preliminary to the manufacture of such products is the wool combing and scouring industry, which is the basic element in the production of textiles made of wool. Along this line James Southwell has directed his efforts, and he is now at the head of the Southwell Combing Company of North Chelmsford, conducting a large and growing business on a commission basis in the wool combing and scouring industry. He is a member of that considerable portion of Massachusetts industrial representatives who have come from England, his birth having occurred in Bradford, Yorkshire, November 5, 1872. His parents, Joseph and Sarah (Tidswell) Southwell, were also natives of England, and the father was an engineer in Bradford for many years, there remaining until his death.

In his native town James Southwell pursued his education in the local schools, in the Bradford Technical College and in the Bradford high school. When his textbooks were put aside he entered upon a seven years' apprenticeship with the Dixon & Farrer Company of Bradford, engaged in business as commission wool combers. He worked for a dollar and a quarter weekly but though his wage was small, he gained a comprehensive knowledge of the business, thereby laying the foundation for his later success. He afterward obtained a position with James Hill of the Allerton Combing Company at Allerton, Yorkshire, becoming overseer of the plant, and he filled that position for eighteen months, or until 1895. Believing that he would have a better chance for success in the new world, he then crossed the Atlantic, making Lawrence, Massachusetts, his destination. The city depended upon the textile industries for its business development, and Mr. Southwell felt that here would be the opportunity for securing advantageous employment. For a year he was overseer of the Arlington Mills and then became connected with the Pacific Mills, having been assigned the duty of overseer of the combing department, where he remained for seven years. After resigning that position he was super-



JAMES SOUTHWELL

intendent of the scouring, carding and combing departments of the Manchester Mills at Manchester, New Hampshire, for a year and on the expiration of that period removed to Providence, Rhode Island, having been engaged as superintendent of the scouring, carding and combing departments of the mills now operated by the Providence Combing Company. Fourteen months later he accepted a similar position with the Atlantic Mills at Providence and spent sixteen years with that concern although in the meantime promotion brought him an assignment in the mill owned by the company at Stottville, New York, where he remained for two years.

In 1922 Mr. Southwell embarked in business on his own account by becoming one of the organizers of the Southwell Combing Company at North Chelmsford, of which he was made vice president, treasurer and general manager. This has become an important factor in the commission wool combing and scouring industry, and under the careful guidance of Mr. Southwell the business has steadily grown and prospered.

Before leaving his native land Mr. Southwell was married at Bradford on the 1st of August, 1895, to Fredoline Edith Eleanor Cockcroft, a daughter of Jesse and Eleanor (Kerouche) Cockcroft. Mr. and Mrs. Southwell became the parents of three children. Evelyn, born in Lawrence, Massachusetts, September 7, 1896, was graduated from the Moses Brown School of Providence, Rhode Island, and from Brown University and is now the wife of Bertram W. Spencer. Joseph, born in Lawrence, February 22, 1898, died in 1905 and was laid to rest in Providence. Philip, born in Lawrence, August 1, 1899, is now associated with his father in the operation of the plant of the Southwell Combing Company.

The family attends the First Congregational church of Lowell and resides in that city. Mr. Southwell belongs to both the Masonic blue lodge and the Royal Arch Chapter at Lowell. However, he has few interests outside of business except in his church, his family and his Masonic connections, for he has always centered his efforts and attention upon his industrial activities, and his close application, thoroughness and ability have won him classification with the substantial business men of his adopted state.

H. D. CARTER

Throughout his entire business career H. D. Carter has been connected with industrial activity and along the line of steady progression, which has connected him with various phases of business, he has reached the presidency of the Florence Stove Company of Boston, whose ramifying trade relations reach out to all parts of the United States and to England as well.

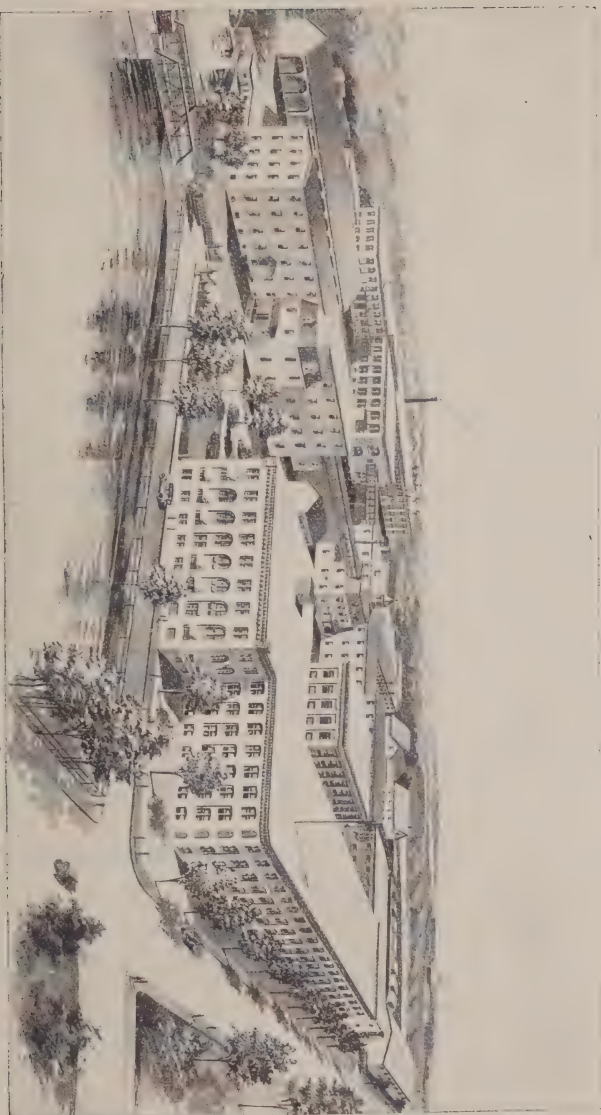
Mr. Carter was born in Dunkirk, New York, June 20, 1874, a son of W. L. and Mila D. (Lewis) Carter. After completing his studies in public

and high schools H. D. Carter was employed in the publishing business by several New York firms. His duties were those of business management, sales management and executive control. Ten years were thus passed and he then became vice president of a paper company which converted paper into envelopes, stationery and similar merchandise. He served in that official position for three years and his duties took him also to the Albany, New York, office of the firm. He next became an executive and manager of the New York office of the American Felt Company and was with the firm for about three years, being made its general sales manager in Boston. His next forward step was made when he was elected vice president and general manager of the Regal Shoe Company with which he remained for about five years or until 1922, when he became identified with the Florence Stove Company as vice president, acquiring an interest in the firm. In a few months he was elected to the presidency of the company, which in 1927 was reorganized, at which time he became both president and treasurer, still occupying the dual office. Under his careful management the company has gone rapidly forward and has recently acquired, in addition to its Massachusetts plant, a large factory in Kankakee, Illinois. Today the company maintains ten United States branch offices and has a subsidiary company in England. The business has thus been developed to extensive proportions, and its trade relations are being constantly extended, for the most modern and progressive business methods are manifest in its management.

In October, 1902, Mr. Carter was married to Miss Ethel Hilliard, of Dunkirk, New York. He is a Master Mason, a member of the Chamber of Commerce, the Algonquin Club, the Exchange Club, the Boston Athletic Association and the Unicorn Country Club of Stoneham, Massachusetts, and he finds his recreation largely in golf. However, he has never feared that laborious attention to business which must precede progress, and his thoroughness has resulted in the development of a capability that has brought him steadily to the front.

F. A. WHITNEY CARRIAGE COMPANY

The spirit of romance enters just as strongly into business as in any other field of life and the story of development and progress is just as thrilling. Under magnificent old elms stands the brick office building of the F. A. Whitney Carriage Company of Leominster and the business therein directed is the expression of modern progress that has been made in connection with the care of the infant in the matter of transportation. It has been said that the first baby carriage such as is known at the present was an American product. Charles Burton, a lithographic artist who had come from England to America in 1848, devised a baby carriage which was first seen on the streets of New York. Not long after he returned to England, where in the seclusion of his own parlor he began



F. A. WHITNEY CARRIAGE COMPANY

building other carriages. One of his early productions was purchased by the Duke of Leinster and some time later three were ordered by Queen Victoria for the children of the palace. This was followed by orders from royalty elsewhere in Europe. It is said, however, prior to the production of Charles Burton a patent for a baby carriage was granted to A. Clifford of West Point, Massachusetts, on October 27, 1829. About the time of the Civil war various baby carriage plants sprang up in New England. It was in 1858 that the attention of F. W. Whitney, of Leominster, was attracted by a baby carriage manufacturer at Greenfield and after pondering the matter he came to the conclusion that the manufacture of such carriages might be profitable. He discussed the idea with a younger cousin of F. A. Whitney, with the result that they began manufacturing in the basement of the old Lockey shop in Leominster under the firm name of F. W. and F. A. Whitney, so that the business has now been in continuous existence for about seventy-two years. F. W. Whitney, possessing an inventive turn, developed many new designs and in the first year they produced seventy-five carriages—two wheeled and with a long tongue and a supporting standard in front. In those early days F. A. Whitney and his brother-in-law, Philip Lothrop, did all the finishing. In 1862 the firm met a severe loss by fire, and as they carried no insurance they had to borrow capital with which to reestablish the business. The second beginning was in the little building now standing on Water street near the track of the New York, New Haven & Hartford Railroad. In February, 1865, F. A. Whitney sold his interest to his cousin and joined the Christian Commission. He was captured and for a time confined in Libby Prison. With his release he returned to the north and again joined his cousin in the baby-carriage making enterprise. In November, 1865, he purchased the interest of F. W. Whitney and became sole owner. He secured a new location on the Monoosnock Brook, the land being a part of the old Houghton estate. There a new plant was built and during the first two years carriages ready for shipment were hauled half a mile through the woods to the freight station.

About 1870, F. W. Whitney, who had decided to begin a business of his own, bought a strip of land bordering that owned by his cousin, but this separate industry did not long exist, for F. A. Whitney induced its promoters to enter his business and in 1871 the F. A. Whitney Carriage Company was incorporated with F. A. Whitney as president, F. W. Whitney as treasurer, Sumner M. Frost as secretary and salesman and William B. Whitney as superintendent of the wood and iron department. The firm also manufactured carts as well as baby carriages during the first seven or eight years of its existence, at the end of which time this branch of the business was discontinued.

The story is told that in zero weather the plant would shut down, while men with kettles of boiling water went out to thaw out the frozen iron water-wheel which furnished power at the dam. In 1872 the company purchased a water right from Caldwell & Miller, thus acquiring a nineteen-foot dam a little farther up the stream. The work of the plant was con-

tinued, progress being made not only in the amount of goods manufactured but in the equipment of the plant as new machinery and methods were introduced. Until 1882 round sheet-iron stoves, five feet high, were used for heating the buildings but in that year steam heat was installed.

In 1871 and 1872 all cutting was done by two women with big shears and there were only two stitching machines for the entire plant. Box seats for the carriages were made entirely by hand. In fact much of the early work was done by hand and kerosene lamps were used entirely for lighting. When in 1873 all horses of the locality were attacked by an epidemic, oxen were used to transport the baby carriages from factory to the place of shipment. In 1881 the company installed in its plant the first hydraulic elevator in Leominster. Today there are four hydraulic elevators and one electric elevator.

Naturally various changes have occurred in the personnel of the company with the passing of time. Sumner M. Frost retired in 1885 and William C. Burdett, Joseph P. Holman, Philip Lothrop and Frank H. Shaw, employes of the company, became stockholders. From that time forward Mr. Holman played a most important part in the development of the business. He became keenly interested in improving processes of manufacture and in introducing new styles and methods. Perhaps no one in a period of forty-five years has contributed so largely to the success of the company as did Joseph P. Holman.

In 1886 William B. Whitney withdrew from the business and was succeeded by George W. Foster, while a little later F. H. Shaw sold his interest and retired. In 1888 the organization consisted of: F. A. Whitney, president and treasurer; William C. Burdett, secretary; George W. Foster, salesman; and W. C. Burdett, G. W. Foster, J. P. Holman, P. Lothrop and F. A. and F. W. Whitney as directors. The production of the plant was at that time about thirty-five thousand carriages annually. Stimulated by the enterprising spirit of Mr. Holman, it was not long before seventy-five thousand carriages were being produced annually, then one hundred thousand, then one hundred and fifty thousand, and with the passing years the output has since continuously increased. Styles have been changed in keeping with the progress of the times and today baby carriages are produced in one hundred and fourteen varieties in the plant. When it was decided that they should have a hood that would tip forward as well as backward the company purchased a patent on such a hood for ten thousand dollars, which was regarded as a vast sum at that time. The Whitney Company, too, has produced many valuable inventions, among the first being a reversible handle devised by William B. Whitney in 1876. The company also brought out the anti-friction wheel fastener, patented in 1898, for fastening wheels on axles without the use of a nut, thus making it possible to pack the body and wheels separately and easily assemble the parts. Joseph P. Holman was the inventor of the first long handle ever used on a baby carriage, producing this handle by steaming it over a wash-boiler in his kitchen. The carriage on which it was used is still in possession of the company.

As late as 1913 seventy-five per cent of the carriages were made with wooden bodies. Reed work was introduced following the experiment of J. P. Holman in the production of a small basket of reeds and the first reed carriage was built for the company by William Look from a pattern designed by Frank H. Shaw. The early reed carriages were very elaborate, with lace-covered parasol tops and fancy upholstery. In 1904 F. J. Shaw conceived the idea of using twisted paper pregated with glue sizing as a substitute for reeds. His invention was patented and is now largely used in furniture as well as in baby carriage manufacturing, being woven on looms made expressly for the purpose by the company. Today seventy-five per cent of the carriages are made of this fiber.

In 1895, W. E. Holman, Son of J. P. Holman, became secretary of the company and W. H. Cropper of Fitchburg its treasurer, while F. J. Shaw, who had been associated with the plant from his boyhood, was made general superintendent. In the summer of 1898, F. A. Whitney, who had become interested in other business enterprises, resigned as president and was succeeded by J. P. Holman, who in the course of years acquired a large amount of the stock of the company. In 1903 his son, W. E. Holman, became a director.

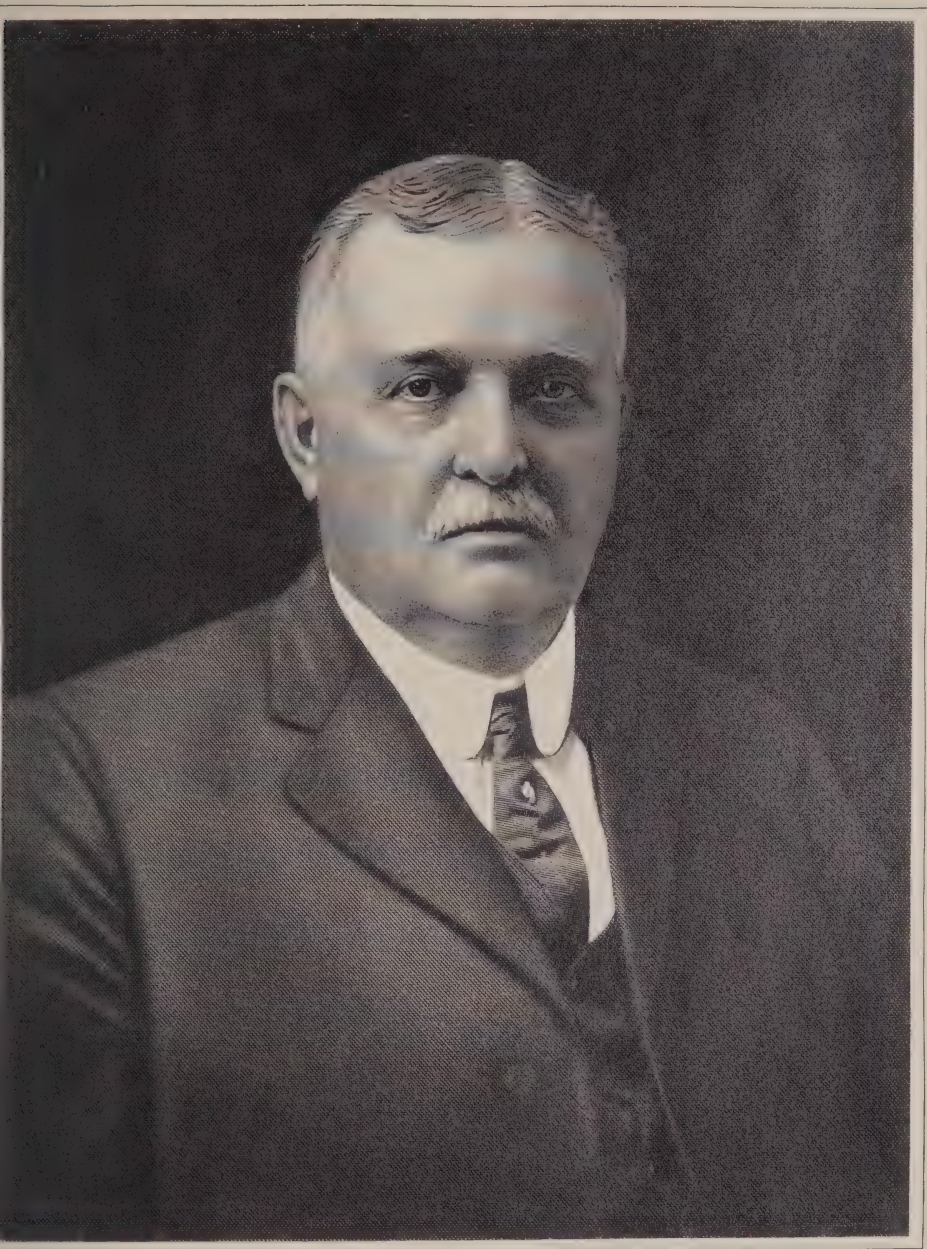
World war conditions, preventing the importation of reeds from Germany, led J. P. Holman to recognize the immediate necessity of developing reeds by splitting the rattan and thus this feature of the business was introduced. At times losses by fire have occurred. On the 18th of April, 1909, the paint shop of the company was thus destroyed but two days later the plant was in full working order. A second fire occurred February 26, 1910, destroying the mill room, which was immediately replaced by a brick structure, and on the 5th of January, 1918, the storehouse burned to the ground together with four thousand carriages ready for shipment. They manufacture baby carriages, doll carriages, machine woven fibre furniture, hand woven fibre furniture, stick reed furniture, clothes hampers and ferneries.

In 1908 C. E. Potter became a director of the company and there was no change in the personnel until 1917, occasioned by the death of F. J. Shaw. His son, Harold F. Shaw, was elected a director the following year, while others also became stockholders. In 1921 W. E. Holman was made vice president and general manager and became president in 1922. In the latter year F. L. Butler became treasurer, while in July of the same year he was elected to the directorate. Charles E. Potter, also a member of the board, is superintendent of the wood, iron and steel departments and of the general power, having held the position since 1899. Harold F. Shaw remains a director and is superintendent of the reed department, while George B. Ambler, superintendent of the reed-splitting and fibre departments, has been connected with the company since 1908. Bertram H. Hayes, vice president, is in charge of the finishing and shipping, while George H. Roukes, purchasing agent, has charge of the buying of raw materials and supervises the cost department. In October, 1928, Kenneth M. Walters became treasurer and a director and also has charge of ad-

vertising and sales promotion. Paul R. Holman, son of W. E. Holman, was made secretary in 1927 and a director of the corporation in 1929. There is a corps of most able salesmen and the plant now covers many acres. Its equipment is thoroughly modern in every particular, its machinery expressing the last word in manufacture of this kind. There is a Fifty-Year-Club, composed of members who have served the company for half a century.

JOSEPH PALMER HOLMAN

Joseph Palmer Holman, who long figured prominently in the development and conduct of the F. A. Whitney Carriage Company at Leominster but has now retired, was born in Harvard, Massachusetts, January 16, 1850, a son of J. R. and Nancy (Palmer) Holman. It was not customary at that time to record births, so he was christened without a Christian name but when he became old enough named himself. He was known as "Sonny" until he began to go to school, when his teacher called him "Palmer," and later he named himself Joseph Palmer Holman. He acquired a public school education while spending his youthful days under the parental roof. He was but eighteen years of age when he walked four miles from Fitchburg to Leominster in the hope of obtaining employment. Applying to F. A. Whitney, who he heard needed a boy, he was hired to drive his horse and take care of the garden. He lived at Mr. Whitney's house, sleeping in a little attic over the stable, and was introduced one day by Mr. Whitney to a friend as: "This is Joe—perhaps you don't know all of our folks." There were many indications that he was regarded as a member of the Whitney family and he was destined in time to become the successor of his employer, whom he drove back and forth from the plant and then used the same horse in teaming for the F. A. Whitney Carriage Company. On rainy days he often pulled apart the moss then used for stuffing cushions. On one occasion, after backing a heavy load of iron up to the shop and finding no one to help him unload, he went to his employer to tell him that he would no longer drive the team, so he was put to work in the trimming room. Some months later Mr. Whitney quietly stated to the workers: "Hereafter Joseph will take charge of this room." In a word he had made good and had proven his capability. While he was assigned to duty in the upholstering department, he became greatly interested in the development of the carriages and kept in close touch with every part of the factory, developing marked mechanical skill and ingenuity as well as executive ability. By 1888 he had become one of the directors of the company and already had contributed in large measure to the success and growth of the enterprise, which at that date was sending out thirty-five thousand carriages annually. Mr. Holman said that if the company could make seventy-five thousand in one year he would be content, but when that goal was reached he promised a silk hat to each salesman as soon as the orders reached one



L. P. Holman

hundred thousand. This number was soon increased to one hundred and fifty thousand carriages annually and still the business has grown year by year. The success of the undertaking is due in large measure to the progressive spirit which has been manifest in the methods of manufacture. Today the company produces more than one hundred and fourteen varieties of baby and doll carriages. Patents have been taken out upon many valuable devices produced and the first long handle ever used on a baby carriage was an invention of Mr. Holman's and appeared on a carriage designed by him for his son, who is now president of the company. The first reed work in the factory also was the work of his hands—a small basket which he wove as an experiment. He was continually alert to any opportunity whereby he might improve the production of the plant not only in volume but in methods of manufacture, and so important was his work that greater and greater responsibilities devolved upon him, and with the retirement of F. A. Whitney from the presidency of the company Mr. Holman was elected to succeed him on July 19, 1898. Under his wise direction the business expanded in notable measure and the success of the enterprise is today largely due to his able management, his keen foresight and his planning for the future. He also gathered around him a corps of competent officials and thorough workmen, remaining in active charge of the business as its chief executive until illness forced his retirement in June, 1920. All through the years he was constantly introducing new ideas and methods of great value to the business organization. At the outbreak of the World war, when the supply of reeds from Germany was cut off, it became necessary for the company to develop a method of splitting the reeds from rattan imported from China and the Dutch East Indies. Special machinery had to be built to convert rattan into reeds and at this time but three companies in America were doing such work. Mr. Holman saw the immediate necessity of developing this source of raw material and thus met a business emergency. He also looked ahead to meet the demands of the Whitney Carriage Company in obtaining other necessary supplies which were curtailed through war conditions. He has always been regarded as a most energetic, capable and efficient business man and one of Leominster's foremost industries owes its success in large measure to his efforts.

On the 11th of November, 1873, Mr. Holman was married to Miss Emma Jane Potter and they became the parents of two children, William E. and Edith, the latter a graduate of Smith College and now the wife of F. A. Russell, of Leominster.

Mr. Holman has always been interested in public welfare and at one time served as chairman of the finance committee of the public safety committee. He is a past president of the Leominster Cooperative Bank, was a director of the Leominster National Bank, a director of the Fitchburg Bank & Trust Company and a trustee of the Leominster Hospital Association. Fraternally he is an Odd Fellow. He became a charter member of the Leominster Country Club and for many years served as its president.

He was also active in the building of the club house for the Monoosnock Country Club and he has membership in the Fay Club of Fitchburg and in the Boston Athletic Association. In a history of the business, in commenting upon Joseph P. Holman's connection with it, it was said: "Everyone, both employes and customers, liked him for his honesty and his insistence on the truth. His absolute fairness was always to be relied upon. In later years he never forgot the people with whom he had worked and on his trips through the plant would stop to inquire for their welfare, showing them every consideration. Those who had worked for the company were always welcome to return to it; those who doubted their own ability were always reassured; and those who left were made to feel by countless kind acts that Mr. Holman's interest in them and their families was as poignant as it had been when they were connected with his industry. His thoughtfulness never failed and is remembered with gratitude by many whom he helped in times of trouble. Time and time again when worthy employes found themselves in need of loans, Mr. Holman, in the quiet but effective way so characteristic of him, lent them money to tide them over their difficulties." His life has indeed counted as a most important factor of the community in which he resides both in its industrial and social development.

WILLIAM E. HOLMAN

William E. Holman, general manager, vice president and acting president of the F. A. Whitney Carriage Company, was born in Leominster, Massachusetts, May 2, 1875, a son of Joseph Palmer and Emma Jane (Potter) Holman. He attended the Leominster public and high schools and afterward pursued a course in a business college. He was a youth of nineteen when in 1894 he became associated with the F. A. Whitney Carriage Company as a clerk and in 1895 he became clerk of the corporation. In 1903, following broad experience in connection with various departments of the business, he was elected to the directorate. He had already served as secretary from 1895 and since that time has bent his energies to executive control. In 1920, upon the retirement of his father from the presidency of the company, he was made manager, while in 1921 he was advanced to the position of vice president and general manager, at the same time becoming acting president. With the thoroughness characteristic of his father, he has familiarized himself with every branch of the business, so that he is able to wisely direct operations, and the plant is conducted along the same progressive lines that have been manifested throughout the Holman regime. Measuring up to the standards of modern-day business requirements, he has long been recognized as a leader in baby carriage manufacturing and is the exponent of that spirit of progress which has actuated every change in the plant in methods and

styles of manufacture. He is also a director of the Merchants National Bank and a director of the Safety Fund National Bank.

On the 18th of October, 1899, William E. Holman was married to Alice Rockwell, of Leominster, and their children are: Lois R., born October 5, 1900, who has been educated in the grade and high schools of Leominster, in the Walnut Hill School, a college preparatory institution of Natick, Massachusetts, and in Vassar College; and Paul R., born February 22, 1904, who acquired his education in the grade and high schools of Leominster and in Tufts College and who is now associated with his father in business.

Mr. Holman is a trustee of the Leominster Hospital and during the World war period he took active part in all drives and was chairman of the committee of public safety. He is president of the Leominster Club of Leominster, and is a member of the Fay and Oak Hill Country Clubs of Fitchburg and the Worcester Country Club. His religious faith is that of the Congregational church. He is a lover of horses, has always found keen pleasure in out-of-door life and fishing is one of his favorite forms of recreation.

FRED R. HAYWARD

Fred R. Hayward is the president of the New England Confectionery Company, a name that is widely known to the trade and to retail purchasers throughout an extended territory. It is a name that has long been synonymous with high quality, with the most progressive standards of manufacture and with unassailable dependability in all trade transactions.

Mr. Hayward was born in Cambridge, Massachusetts, October 31, 1873, a son of Albert F. and Julia (Stearns) Hayward. After attending the public schools of Newton he continued his education in Chauncy Hall School and at the age of twenty years turned his attention to candy manufacturing. Before going with the New England Confectionery Company he was connected with the Fobes, Hayward & Company as secretary and director. This concern was merged with Chase & Company and Wright & Moody and the consolidation was called the New England Confectionery Company. Mr. Hayward became president of the new company in 1923. They manufacture the famous "Necco" candies and with the passing years continuous improvement has been made in methods of production, with constant expansion in the varieties produced and with continuous growth in the business. They make a wide variety of candies, and year by year the output has been increased to meet the demands of the trade until today Mr. Hayward is president of one of the largest business enterprises of this character in the country. In addition to his confectionery manufacturing interests he is now a director of the Newton Trust Company and of the Central Trust Company of Cambridge.

On the 12th of June, 1907, in Hyde Park, Mr. Hayward was married to

Miss Elizabeth Hurter, who was born in Hyde Park, March 16, 1879. They hold membership in the Newton Highlands Congregational church, of which he is a trustee, and fraternally he has connection with the Masons and loyally adheres to the teachings and purposes of the craft. His recreational interests are largely found in the Brae Burn Country Club, the Charles River Country Club and the Boston Athletic Association, in all of which he holds membership. In a review of his life it is evident that he owes his success in large measure to the fact that he has never dissipated his energies over a broad field but has concentrated his efforts along a single line and has reached a point of thorough mastery in connection with every phase of the business. He has displayed marked initiative in the development of his enterprise, has always closely studied public desires along the line of his trade and has not only met but anticipated these. He has never sacrificed quality to quantity, and thus in the course of years the name of "Necco" has become the synonym of the finest and best on the market.

TALBOT MILLS

High ideals of industrialism have ever found expression in the history of the Talbot Mills of North Billerica, which are a most important unit in the great forces of woolen manufacturing enterprises that have largely centered the woolen trade of the country in Massachusetts. The business has ever been under the control of men of broad vision, of keen discernment and of marked progressiveness and is now represented in the third generation by Thomas Talbot Clark, grandson of the founder of the enterprise, Governor Thomas Talbot. For more than nine decades the business has grown and flourished in the midst of a prosperous community that owes its prosperity to the conduct of the mills.

It was in 1839 that Charles P. Talbot, of New York, established a plant for grinding dyewoods in the village of North Billerica and in a comparatively short space of time he had gained a liberal patronage from the mill men of this section. He was the elder brother of Thomas Talbot, whom he sent to North Billerica in 1840 to aid in carrying on the dyewood business. The younger brother was then about twenty-two years of age but he soon proved a dynamic force in the conduct of the little enterprise. A partnership was formed by the brothers under the firm style of C. P. Talbot & Company and it was not long before they were widely and favorably known throughout the mill region of Lowell. They thoroughly understood the manufacture of dyewoods and they never deviated from a high standard of production and soon the house was equally well known for its unswerving honesty in all business transactions. It was during the decade of the '40s that the business of the firm was gradually expanded. They acquired larger land holdings and better factory equipment and thus were able to meet the demands of a constantly growing trade. In



TALBOT MILLS

1851 they took a further step forward in purchasing the dam, water power and twenty acres of land from the Middlesex Canal Company and upon this acreage the great Talbot Mills were later built. They also acquired other land holdings by purchase from the Boston & Lowell Railroad and became interested in the manufacture of chemicals, erecting several buildings for the purpose. This branch of their business, like the manufacture of dyewoods, proved a profitable undertaking, for it was characteristic of the Talbot brothers that they carried forward to successful completion whatever they attempted to do.

Reaching out along other lines, it was a logical step for them to enter the field of woolen manufacturing, which they did in 1857, and here the two brothers found their most natural bent, for their father, Charles Talbot, a native of Ireland and founder of the family in the new world, had the reputation of being a great woolen manufacturer with a comprehensive knowledge of every phase of the business. He had become widely known in this connection in New York, western Massachusetts and Vermont and his son, Charles P., trained in that field, had operated a small broadcloth mill in Williamsburg before undertaking the manufacture of dyewoods in North Billerica.

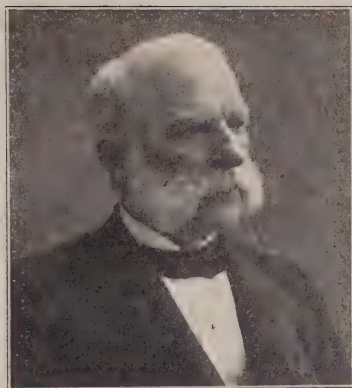
In their new venture the Talbot brothers became associated with the Belvedere Company, then an important woolen manufacturing concern of Lowell, and their combined interests were represented in a mill with eight sets of cards and fifty looms. The agreement between the Belvedere Company and the Talbots was that at the end of five years the entire ownership of the plant should revert to the brothers and accordingly in 1862 the Belvedere Company withdrew, leaving C. P. Talbot & Company in full and undisputed possession of a thriving woolen manufacturing business. From his early connection with the enterprise Thomas Talbot made his home in North Billerica and was known as the "on the ground man." He concentrated his attention upon the woolen manufacturing end of the firm's business, while his brother supervised the production of dyes and chemicals, and Thomas Talbot soon gained a wide reputation as a manufacturer of quality woollens. Early in the history of the enterprise the city of Boston endeavored to obtain control of the dam and water power which C. P. Talbot & Company had purchased but Thomas Talbot was not content to let these go without a struggle. He knew that they were his by right of purchase and he went into the courts, fought courageously not only for his industry but for the welfare of the people of North Billerica and it was not long before he was spoken of as a "champion of the common people." He felt that if he could not obtain his rights through the courts he might through legislative enactment and in the general assembly of Massachusetts he completely routed his enemies. The fight which he carried on naturally brought him a wide acquaintance and it is said "After gaining his victory in the legislative halls he was probably the best known man in the state and one whose courage and honesty could not be questioned." He was elected to the legislature by a handsome majority and there, as in business, he proved his unswerving

honesty and his fearlessness in defense of what he believed to be right. Naturally the great mass of the people came to have unbounded faith in him and called for his service in public office. He became a member of the governor's council, afterward lieutenant-governor and finally governor, and the story of his political service constitutes one of the cleanest and most brilliant chapters in the history of Massachusetts politics. While serving as the chief executive of Massachusetts, Governor Talbot in 1879 signed the ten hour bill, contrary to the expectations of his fellow manufacturers.

Thomas Talbot, however, was not ambitious for a political career and after his retirement from office in 1879 he again turned to his woolen business and the management of his rapidly increasing private interests. In fact, he had never lost touch with the factory at North Billerica. In 1870 the woolen mills were increased to fourteen sets of cards and in 1880 to twenty sets, and following his retirement from the office of governor Mr. Talbot began the further extension of his woolen manufacturing interests, resulting in the erection of substantial brick units for every activity of his growing business. With the death of Charles P. Talbot in 1884 the woolen mills were incorporated as the Talbot Mills, with Governor Talbot as president of the company, while his son-in-law, Frederic Simmons Clark, became treasurer. The latter became an outstanding figure as an industrialist, as a merchandising genius, as a humanitarian, and as a liberal in thought and deed. It is said that along these lines "Frederic Simmons Clark will forever enjoy a premier position among the great of Massachusetts."

In the autumn of 1885 Governor Talbot died and the control of the business was taken over by Mr. Clark in the offices of a treasurer and general manager, while Solomon Lincoln, of Boston, a brother-in-law of Mr. Clark, became president of the company. When the partnership underwent a change in 1884 the Talbot Mills were incorporated with a capital of three hundred thousand dollars and under the guidance of Frederic Simmons Clark the woolen manufacturing concern became widely known for the quality and attractive style of its products. He was elected to the presidency following the death of Mr. Lincoln and continued also as treasurer until in the latter office he was succeeded by his son, Thomas Talbot Clark, in 1912. Throughout the entire period of his control Frederic S. Clark followed a constructive plan that led to the development of the business until the mill was equipped with two hundred and thirty broad looms, thirty sets of cards and thirteen thousand, four hundred woolen spindles, dyeing and finishing its own products. In 1922 a further addition was made to the main plant units in the building of a large new mill structure.

The third outstanding figure in the successful conduct of the mammoth enterprise was Thomas Talbot (II), who was a son of the governor and completed a course at Harvard in 1889. Immediately afterward he became a factor in the Talbot Mills. He became superintendent of the plant and he possessed also the rare qualities that enabled him to take a prom-



GOVERNOR THOMAS TALBOT



FREDERIC S. CLARK



THOMAS T. CLARK

inent part in other activities. He was a recognized leader in politics and in military affairs, having for years been a member of the First Corps of Cadets, of which he became colonel in 1905. At the time of the Spanish-American war he laid aside his duties as superintendent of the Talbot Mills to join the Sixth Massachusetts Regiment and under Colonel Rice went to Porto Rico. He afterwards became a captain in the Twenty-sixth Regiment of the United States Volunteers and went to the Philippines, his being the first regiment sent there by the United States government, his sojourn in the islands covering two years. On his return he again joined the First Corps of Cadets as a private, was made captain in 1901, major January 18, 1902, and colonel in June, 1906. Moreover, he enjoyed the distinction of being the youngest man ever elected chairman of the republican state committee and he filled the position for many years. He was likewise very prominent in club circles, being identified with the leading social organizations of Massachusetts and of New England. With his death a member of the Talbot family was no longer connected with the mills that bear the name of the founder.

Today the vast enterprise is under the immediate control of Thomas Talbot Clark, son of Frederic Simmons Clark, and, like his father, recognized as one of the distinguished figures in industrial circles of Massachusetts. Since his father's death early in 1929 Thomas Talbot Clark has been both president and treasurer of the company. He manifests the same progressive spirit that has ever characterized the operation of the woolen mills at North Billerica. He is a firm believer in the future of the textile industry and is doing everything in his power to bring to New England supremacy in this field. Modern ideas and methods find expression in the conduct of his interests and he has studied the problem of production from every possible standpoint. He ever looks beyond the exigencies of the moment to the possibilities and opportunities of the future and he is working along constructive lines in his efforts to maintain the industry at its highest standards.

The history of the Talbot Mills would be incomplete without mention of the policy that has always been maintained in connection with the company's employees. Interest in the welfare of the operatives has ever been one of the chief factors in the success of the business. The company has always believed in a generous living wage and in the establishment of its operatives in homes where comfort and beauty as well as utility figure. A pension system has been maintained along the most humane lines, not being used as a means of getting rid of aged workers, for in the Talbot Mills there are scores of employees who have passed the allotted span of three score years and ten. When labor is to be employed the first opportunity is always given to the men and women of North Billerica and there is no rule which shuts out the service of the individual over forty. The age limit for new employes has been set at fifty-five. The Talbot Mills pension does not cost the operative a cent, nor does the non-contributory life insurance system, which was instituted in 1919.

Employees who have been pensioned have their life insurance continued without cost, the full amount of the policy going to the heirs at death.

Housing conditions have always received the attention of the Talbot Mills, the company owning about one hundred and fifty houses which are rented to employees at an extremely low figure and which are most attractive, standing in the midst of trim parks and well laid out gardens, making North Billerica one of the most beautiful villages of the commonwealth. The happiness of its representatives has been one of the basic elements in the control of the Talbot Mills, and happiness is found in the homes and reflected on the faces of the people who work in this vast enterprise. The company maintains a library of nearly ten thousand volumes and in 1891 the Talbot family built a memorial hall as a tribute to the memory of Governor Thomas Talbot which is used by the people of the village for open forum meetings. The Baptist church of North Billerica was a gift of Governor Talbot to the congregation and he also materially assisted the Catholics in building a house of worship and gave the site and the funds for the buildings of the Father Mathew Total Abstinence Society.

In the third generation the business is carried on along the basic lines originally laid out, for the principles of quality production and reliable methods are eternal. At the same time the most progressive spirit has been manifest in the adaption of the plan to modern methods and on various occasions the mills have occupied a position of leadership in introducing new and improved processes. The mills stand today as a monument to the founder and the men who have succeeded him in management, but their lives have found their best expression in the building of a village of happy, contented people, living under good working conditions and thus constituting a vital element in the solution of the grave problems which are continually arising in connection with capital and labor.

THOMAS TALBOT CLARK

Thomas Talbot Clark, president and treasurer of the Talbot Mills of North Billerica, belongs to that class of men who are outstanding representatives of modern industrialism—men who not only face the problem of founding and conducting an enterprise but who in addition to knowing every phase of operation, must understand also the great underlying problems which affect trade in its most comprehensive relation—problems that are world-wide in scope because they rest not only upon business conditions of a locality but upon relative matters of trade in other lands. The period of isolation has long since passed when a community or a company produced what it needed. Today the whole industrial and commercial structure of the world is interwoven and trade relations must be studied not only as to American production but of every other country as well. With a thorough understanding of this situation, Thomas Talbot Clark is meet-

ing the conditions of modern production and as president and treasurer of the Talbot Mills is controlling one of the important manufacturing interests of Massachusetts. He is a representative of the third generation connected with the enterprise, the woolen mills having been founded by his grandfather, Governor Thomas Talbot, while for more than forty years the business was under the supervision of his father, Frederic Simmons Clark, whose program of expansion and development was most comprehensive and resultant.

Thomas Talbot Clark was born in Billerica, December 16, 1886, a son of Frederic S. and Isabella W. (Talbot) Clark, also natives of Massachusetts. The former became interested in the Talbot Mills in 1883 and when the company was incorporated in 1884 he was made treasurer, occupying that office until 1913. Solomon Lincoln was elected to the presidency in 1885, upon the death of Thomas Talbot, and continued to fill the office until his own demise in 1907, when Frederic S. Clark was called to the presidency, thus serving until his life's labors were ended in February, 1929. Sixteen years before, or in 1913, Thomas Talbot Clark, a Harvard man, was made treasurer of the company and upon the death of his father succeeded him in the presidency. He had pursued his early education in the Volkmann school of Boston and then entered Harvard University, from which he received the Bachelor of Arts degree in 1908. He was next a student in the Lowell Textile Institute, graduating with the class of 1910. Since that time he has been continuously connected with the Talbot Mills and has occupied an official position for seventeen years. The steady growth of the business has made it one of the important woolen manufacturing concerns of the state, and in the period of its existence, covering more than nine decades, the house has never deviated from the highest standards in production, while throughout all the years the name of Talbot Mills has been a synonym for thorough reliability in all commercial transactions. Thomas Talbot Clark continues to maintain the high reputation made by his grandfather and his father in the conduct of the business, for he rests his own career upon the same principles that actuated them throughout the entire period of their association with the industry of which he is now the head. He is also a trustee of the Lowell Five Cent Savings Bank and vice president and a director of the Billerica Trust Company.

On the 14th of October, 1916, Mr. Clark was married to Miss Eugenia Meigs, of Lowell, Massachusetts, and they are the parents of four children: Eugenia, Thomas Talbot, Jr., Peter Hayden and Hildreth Meigs. The family reside in Lowell and have a summer home at Rye Beach, New Hampshire.

Mr. Clark is a member of the Andover Country Club, the Abemaqui Club of Rye Beach, the Union Club of Boston, the Harvard Club of Lowell and the Harvard Club of Boston. He is also identified with the Masonic order. After all, however, aside from his family, his chief interest is his business, and it is to questions which relate to trade conditions that Mr. Clark is now largely giving his attention, aside from the management of

the Talbot Mills. He is today a director and member of the executive committee of the National Association of Wool Manufacturers, a director of the Wool Institute, a member of the National Industrial Conference Board and a trustee of the Lowell Textile Institute, and because of the comprehensive study and research along these lines his opinions are largely accepted as authority in matters relative to the trade.

McKENZIE ENGRAVING COMPANY

The McKenzie Engraving Company was founded in 1898 by C. J. McKenzie to engage in commercial and social steel and copper plate engraving, including business letterheads, cards, wedding invitations, announcements, coats-of-arms and other forms of engraved stationery.

As a result of the fine character of work produced, the company has enjoyed a continuous growth and several times has been forced to seek more commodious quarters to satisfy the demands of its business.

In its first location at 78 Kingston Street, Boston, it occupied 250 square feet of floor space. In 1906 it removed to 155 Franklin Street, utilizing about 8,000 square feet of area. Again, in 1913, the company was compelled to seek larger quarters and it removed to 178 Congress Street, where it occupied 16,000 square feet of floor space. Later the company employed the entire area of this building, containing 24,000 square feet, and in addition occupied the building at 38 Pearl Street.

In 1927 the company purchased its own plant at 1010 Commonwealth Avenue, where over 500 people are employed. The company utilizes the entire building, which is a modern concrete and daylight structure of six floors, containing 52,000 square feet.

The McKenzie Engraving Company was one of the first to publish greeting cards in the United States and at the present is one of the largest manufacturers of this product in the world. Over twenty sales representatives sell "McKenzie Greetings" throughout the United States as of The Boston Line.

The officers are: C. J. McKenzie, president and treasurer; A. E. Benson, vice president and sales manager; C. F. Sollows, secretary and assistant treasurer.

CLARENCE J. MCKENZIE

Clarence J. McKenzie, president and treasurer of the McKenzie Engraving Company of 1010 Commonwealth avenue, Boston, was born in North Andover, Massachusetts, August 23, 1876, a son of William Alexander and Delina (Simpson) McKenzie. The name indicates the Scotch ancestral line of the father, and the mother was a native of Maine. The son was educated in the Boston Latin School and then became an apprenticed engraver. Developing his skill and ability in that field, at the age



MCKENZIE ENGRAVING COMPANY

of twenty-two years he established a business of his own, opening his first shop on Kingston street in Boston, whence he removed to Bedford street. Later the company secured larger quarters on Franklin street and afterward the steady growth of the business necessitated still greater space and the company removed to Congress street. Their business is now housed in a five-story modern building, which they own at 1010 Commonwealth avenue. They occupy the entire structure and during the busy season employ over five hundred people. Thus from a humble beginning the business has steadily grown and expanded under the wise leadership of Mr. McKenzie, who has always maintained the highest standard of excellence in the production of engraved products, greeting cards, engraved stationery and similar work. The output of his establishment fully meets every requirement of the trade, and the business from the beginning has shown a steady growth.

Mr. McKenzie was married in Boston in July, 1910, to Miss Alma McClench of this city, and in addition to their Boston residence they maintain a summer home at Wayland, Massachusetts. They are Episcopalians in religious faith and have membership in St. Paul's cathedral of Boston.

Mr. McKenzie gives his political allegiance to the republican party but has never been an active worker in its ranks. He is, however, a trustee of the Massachusetts Training Schools and is a past commander of the Ancient and Honorable Artillery Company. In Masonic and Odd Fellows circles he is well known, being an officer of Aleppo Temple of the Mystic Shrine and a past grand in the Odd Fellows order. He likewise has membership with the Benevolent Protective Order of Elks, with the Engineers Club of Boston, the City Club, the Boston Chamber of Commerce and the Associated Industries of Massachusetts. These varied connections indicate something of the breadth of his interests, and he finds his recreation largely in fishing. He has never allowed business to monopolize his time, and it can never be said of him that his every act bears the dollar sign. On the contrary, he keeps in touch with many activities which have to do with the general interests of society and at the same time he has made an excellent record in business, advancing from obscurity to a place of prominence in his chosen field.

HOWARD H. CHASE

Among the various business and manufacturing interests which contribute to the development, progress and stability of Leominster is numbered the Leominster Worsted Company; of which Howard H. Chase is the president and treasurer and which has been carried on by the family for many years. He was born here, December 18, 1889, a son of William H. and Annie S. (Howard) Chase. Having completed a course in the Leominster high school, he afterward attended the Worcester Poly-

technic Institute, from which he was graduated in 1913, and then when his textbooks were put aside joined his father in business in order to learn worsted and woolen cloth manufacturing. He familiarized himself with every phase of production and also with the sales end of the business and upon his father's death in 1918 he succeeded him as president and treasurer of the Leominster Worsted Company, which offices he still fills. The business is capitalized for two hundred thousand dollars and the company now employs about two hundred men in the production of goods which find a ready sale on the market and which measure up to high standards. Mr. Chase is also a director of the Leominster National Bank and vice president of the Mutual Cooperative Bank and his opinions carry weight in business councils as the result of his sound judgment and keen vision.

On the 16th of September, 1916, in Leominster, Mr. Chase was united in marriage to Ruth Tisdale, of this place. They are the parents of two children: Nancy, a little maiden of six summers; and William Albert, who is in his first year.

Mr. Chase holds membership in the Unitarian church, in the Masonic lodge and in the Leominster Club. He is interested in community affairs, is active in the Wachusett Council of Boy Scouts and is serving as a member of the water commission. He withholds his support from no project which he deems essential to the welfare and upbuilding of his city and his aid and influence are always on the side of civic improvement.

HAROLD BENNETT

Harold Bennett is sole owner of the business conducted under the name of the Melrose Chemical Company at 140 Essex street, Melrose, and in this connection he handles calico printers' specialties and woolen mills' supplies and has developed a trade that extends over New England and New York. Mr. Bennett is a native of England and after acquiring his primary education there he devoted the evenings to study in the New Mill Technical School of Derbyshire, while practical experience came to him as an employe in the various textile plants in which he worked from early boyhood. Thus he was continually broadening his knowledge and promoting his efficiency.

Mr. Bennett came to the United States about thirty years ago and worked along textile lines for others until 1913, when he opened a laboratory in Melrose. Here he began the manufacture of sizings and finish for cotton goods, and gradually he enlarged his plant, doing his own laboratory, sales, road and office work. He is sole owner of the business, which includes a wide trade in the field of calico printers. His present plant is a building three hundred by one hundred and twenty-five feet and two stories in height, the entire structure being devoted to the demands of the trade. He has a large acquaintance among calico printers, bleach-



HAROLD BENNETT

ers and the textile mill men of New England and has built up his business to one of gratifying proportions. He handles those commodities in constant demand by calico printers for sizing, for softness of cloth and for the production of regular finish for cotton goods and rayons.

Mr. Bennett votes with the republican party and is actively interested in local political questions but has never been an office seeker. He is a Mason and Shriner and formerly took an active part in the work of the order but his business is constantly encroaching upon his other interests. However, he belongs to the Belleview Golf Club and to the Shawsheen Golf Club of Andover, Massachusetts. When leisure permits he also indulges in hunting and fishing, making trips to Nova Scotia and other Canadian provinces as well as to the state of Maine, and is very popular among those who enjoy outdoor life and sports of this character, for they find in him a congenial companion.

THE H. F. BARROWS COMPANY

The H. F. Barrows Company, owning and controlling one of the chief manufacturing jewelry establishments of North Attleboro, had its inception in the organization of a business by Henry F. Barrows, who began operations in an old wooden factory at Falls Village in 1851. The trade during the first year, though small in proportion to that of the present organization, gave proof of future possibilities and the founder manifested his faith in the new undertaking by forming a partnership relation with James H. Sturdy under the style of Barrows & Sturdy. Month by month the trade increased and after two years more commodious quarters were secured. The partnership was maintained until 1857, when Mr. Sturdy withdrew to be succeeded by Louis A. Barrows and E. L. Richards, who joined the founder of the business and began operating under the name of H. F. Barrows & Company. Three years later, however, the death of L. A. Barrows occurred and in 1862 Mr. Richards sold his interest in the business.

It was about this time that the business was removed from Falls Village to Broad and Division streets in North Attleboro. Many changes have since occurred. The plant has been many times enlarged and improved and at all times it has been supplied with the latest machinery required in an establishment of this character. A fine brick building was erected in 1906 at Washington and Chestnut streets and has been occupied by the company since August, 1907.

There have been several changes in ownership. On the 1st of January, 1887, the founder of the business relinquished ownership in favor of his two sons, H. F. Barrows, Jr., and Ira Barrows, the latter taking charge of the New York office of the firm, while the former remained as superintendent of the factory. In 1915 H. F. Barrows, Jr., purchased the interest of his brother Ira continuing the business in association with his sons,

Louis D. and Donald A. Barrows, until his death, which occurred in January, 1925. At the latter date Donald A. Barrows purchased the interest of his brother, Louis, and Harry C. Kip of New York was admitted to the firm. The growth of the enterprise has been coincident with that of the Attleboros. The output includes rolled-plate chains, charms and bracelets. While business was begun with only six employes, the constant expansion of the trade has necessitated an increase in the number until employment is now furnished to approximately one hundred and fifty people.

H. F. Barrows, Sr., who founded the business, became interested in various other enterprises and was at one time president of the North Attleboro National Bank. His cooperation in civic affairs led to the development of the town in substantial measure and his worth as a man and citizen was widely acknowledged. He died about 1902.

In the meantime the industrial concern which he established and promoted has enjoyed a continuous existence and growing success and today the name of The H. F. Barrows Company is synonymous with high trade standards and business integrity. This business, begun in 1851, has had an uninterrupted existence of more than seventy-eight years and is still a potent force in the commercial and manufacturing interests of North Attleboro, with Donald A. Barrows as the president and treasurer and Harry C. Kip as vice president.

DONALD A. BARROWS

Donald A. Barrows, president and treasurer of The H. F. Barrows Company, manufacturing jewelers of North Attleboro, was born October 17, 1887, in the city which is still his home, a son of Harry F. and Florence (Daggett) Barrows. The family were pioneers of North Attleboro, where the father was born in 1854. He remained in active and prominent connection with jewelry manufacturing here for many years and passed away in November, 1927.

Donald A. Barrows acquired his education in the public schools and when he had completed his course began working in his father's factory, where he passed through all of the departments, thoroughly learning the business in principle and detail. Parental authority was not exerted to gain his advancement. He won his promotions, becoming successively assistant foreman, foreman and superintendent. In 1915 H. F. Barrows purchased the interest of his brother, Ira Barrows, of New York. The business was incorporated in 1923. After the death of H. F. Barrows, Donald A. Barrows purchased the interest of his brother Louis, this occurring in November, 1927, at which time Harry C. Kip of New York was admitted to the firm. He had been with the company for more than thirty years and is the present vice president and a director with Donald A. Barrows as the president and treasurer.

The company manufactures chains, locketts, bracelets, knives and cos-

tume jewelry, all of which are marketed in the United States and Canada, and they employ about sixty people. They own the building which they occupy and which was built as a memorial to the grandfather, Henry F. Barrows, who established the business in 1851.

SAART BROTHERS COMPANY

Among the enterprising firms of Attleboro is numbered the Saart Brothers Company, which was established in 1905 by William H. Saart, Albert G. Saart and Herman Saart. The business was started on a partnership basis in a small building in the rear of the structure now occupied by Balfour & Company, and about 1910 it was moved to the present location at the corner of Forest and Horton streets. Since then two additions have been made to the building, which now affords about forty thousand square feet of floor space and is thoroughly modern and completely equipped. The Saart Brothers Company are recognized as leaders in the manufacture of sterling silver toilet goods, hollow-ware, cases and novelties, and about one hundred and twenty-five persons are employed in the making of their products, which are sent to all parts of the United States and its possessions, while the firm also makes shipments to Canada. The present officers of the company are: James V. Toner, president and treasurer; Herman Saart, vice president; and Winifred Moran, secretary. Harold Sweet, Edgar R. Remington and James V. Toner comprise the board of directors.

Mr. Toner was born in North Attleboro, September 12, 1888, a son of Arthur and Annie (Corr) Toner, natives of Ireland. About 1876 they came to America, locating in Philadelphia but soon afterward established their home in North Attleboro. For thirty-five years the father was connected with the D. Evans Company, widely known as manufacturers of uniform buttons. In the acquirement of an education James V. Toner attended the public schools of North Attleboro, afterward entering Holy Cross College, which bestowed upon him the A. B. degree in 1912. His studies were continued in Boston University, from which he won the B. B. A. degree in 1921, and in 1927 he was awarded the degree of A. M. Meanwhile he had become a teacher in the high school at New Bedford, Massachusetts, and was next an instructor in Boston University. He now holds the rank of professor in the College of Business Administration of Boston University, with which he is still identified. Mr. Toner is a certified public accountant and a recognized expert in that field of taxation. During his administration of the affairs of the Saart Brothers Company the business has constantly increased in volume and in importance. In addition to discharging his executive duties in this connection he controls the financial policy of the James E. Blake Company, of which he is treasurer, working earnestly and effectively to expand the scope of both corporations.

Mr. Toner was married August 23, 1914, to Miss Mary A. Zilch, of Plainville, Massachusetts, and they now have five children: Mary A., James V., Jr., Elizabeth F., Catharine B. and Jane L.

Fraternally Mr. Toner is connected with the Knights of Columbus and the Benevolent Protective Order of Elks. He is a member of the University Club of Boston and a number of accounting societies. He takes a keen interest in athletic sports and has been coach for professional basketball teams. Of a studious nature and energetic disposition, Mr. Toner has registered achievement in every direction in which his inclination has led him, reaching a field of broad influence and usefulness.

HUB HOSIERY MILLS

The Hub Hosiery Mills, a leading industry of Lowell, was founded in 1900 by F. R. Tackerberry, a prominent resident of Charlestown, Massachusetts, who is now retired from business. The first plant of the company was at 560 Harrison avenue in Boston, where the business was carried on for some time. In 1917 the original promoter sold the business to Frank Allen and Philip Reed, who concentrated their attention upon the manufacture of infants' hosiery. In 1922 Charles G. Squibb became president of the firm. The Hub Hosiery Mills are now devoted to the manufacture of infants' hosiery of all kinds and to various kinds of knit goods for infants. In 1920 the plant produced eighty-three thousand dozen of infants' hose, and in 1929 the output was between seven and eight hundred thousand dozen, showing a notable increase in the business. The mills are the largest makers of infants' hosiery and infants' knit goods in the country today. The board of directors includes Charles G. Squibb, who is president; Herbert Jaques, vice president; Philip L. Reed, treasurer; and Frank G. Allen, while Benjamin R. Schneider is general manager. The factory, situated on Perkins street in Lowell, has two hundred and fifteen thousand square feet of floor space. Its equipment is thoroughly modern, the latest improved machinery being introduced, and the capability of the directing officers is shown in the continuous increase in production and the steady development of the trade relations of the institution.

CHARLES G. SQUIBB

Charles G. Squibb, who in 1922 became president of the Hub Hosiery Mills, manufacturers of infants hosiery and knit goods, was born in Brooklyn, New York, February 13, 1893, a son of Dr. Edward Hamilton and Jane G. (Sampson) Squibb. He attended a Brooklyn private school,



CHARLES G. SQUIBB

Milton Academy and Harvard, completing his university course in 1914, at which time the Bachelor of Arts degree was conferred upon him.

Mr. Squibb then entered business circles as a representative of Winslow & Company, wool merchants, doing business at 248 Summer street, Boston. He was afterward in the employ of the American Felt Company at its plant in Hyde Park, Massachusetts. Subsequently he became associated with the Hub Hosiery Mills and is now president of the company. This company is conducting an extensive and gratifying business as manufacturers of infants' hosiery and knit goods. Its products are widely sold, its ramifying trade relations reaching out over the entire United States, and the progressive methods of the house insure a continuance of its patronage. Mr. Squibb is also treasurer of the New England Knit Goods Association, with offices at Statler building, Boston.

Mr. Squibb was married on the 26th of February, 1916, to Miss Adele B. Thayer, of Brookline, and they have one child, Adele Thayer. The family attends the Unitarian church, and Mr. Squibb is also a member of the Harvard Club of Boston, Harvard Club of New York, the Weston Golf Club, the Brookline Country Club and the Boston Athletic Association. His military record covers service as a lieutenant of the Naval Reserve Flying Corps, in which he was an instructor during the World war.

NATIONAL FABRIC & FINISHING COMPANY

The business now conducted under the name of the National Fabric & Finishing Company came into existence with the incorporation of the Lowell Bleachery in 1833 and for almost a century it has been one of the principal concerns in the United States engaged in bleaching, dyeing and finishing grey cotton piece goods, such goods being converted into shoe linings, khaki, tenting, ducks and clothing materials for manufacturers and jobbers. A substantial amount of finishing is done for the export trade. In 1924 the company was reorganized under the name of the National Fabric & Finishing Company and acquired the assets and business of several concerns with which it had long been associated in the distribution of the goods which it had handled, taking over the business of the Farnsworth Hoyt Company of Boston, which was established in 1856, the W. H. Holbrook Company of Boston, Kallman-Newcomb Company of Boston and New York, the W. A. Lippincott Company of Philadelphia, which was established in 1864, and The Selser & Ballantyne Company of Cincinnati, all of which had successful business records. For many years the Farnsworth Hoyt Company had been one of the largest merchandisers in the country of shoe linings and findings and its established trade-marks "Red-line-in" and "Wear-proof" were among the most widely and favorably known in the shoe goods trade.

In the year 1856, Edward Miller Farnsworth, who was then but twenty-nine years of age, opened a small sales room on Elm street in

Boston and a little later removed to 63 Hanover street in order to be opposite the American House, at that time the headquarters of visiting shoe buyers and of the New England Shoe & Leather Association. It was about this time that Nathan Nichols withdrew from the firm of Boyce & Nichols and joined Mr. Farnsworth under the name of Nichols & Farnsworth. At that period the firm was credited with being the largest importers of serges, which were then in great demand for ladies' high-class shoes, in the country.

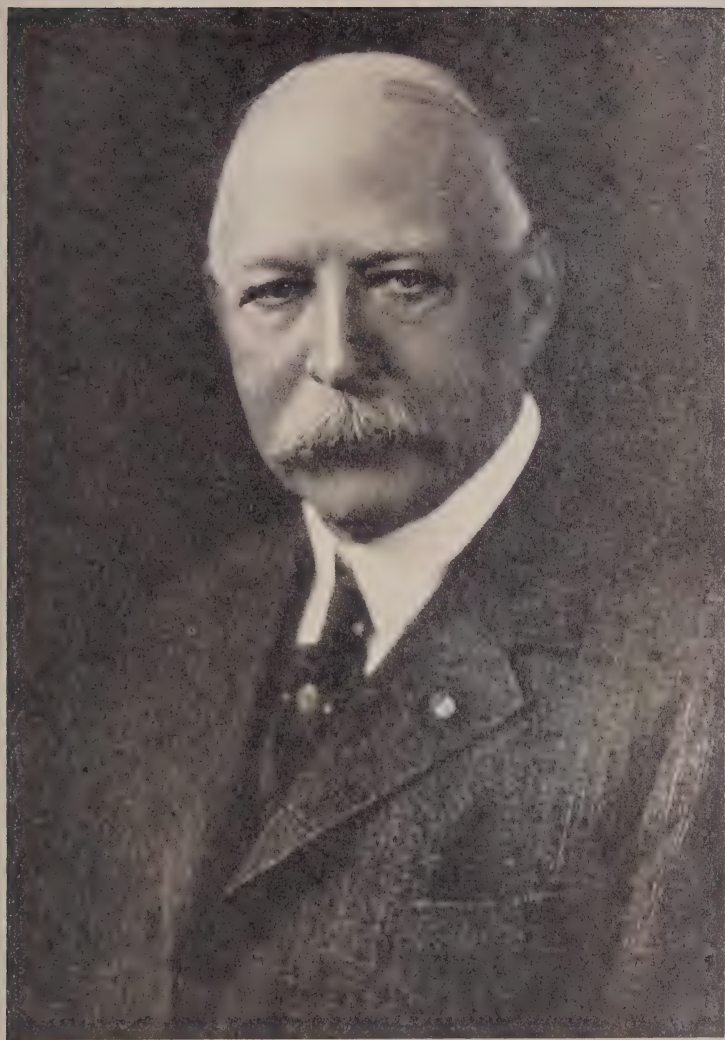
In 1876 a further removal was made to 98 Chauncy street. In 1887 Charles C. Hoyt, now president of the National Fabric & Finishing Company and at that time a salesman, was admitted to the partnership under the style of Nichols, Farnsworth & Company. With the death of Mr. Nichols in July, 1890, Robert P. Gay, at that time in charge of the books, became a member of the firm. In 1892 a removal was made to 58 Lincoln street and the firm name of Farnsworth, Hoyt & Company was adopted. There was no subsequent change in the firm save for the admission of Mr. Farnsworth's son, James D. Farnsworth, in 1898. Three generations of shoe manufacturers appeared on the books of this firm, which became one of the largest in the shoe goods trade of the country.

The merging of the interests of the Farnsworth Hoyt Company and the others previously mentioned into the National Fabric & Finishing Company created an organization of great strength. The company owns and operates two finishing plants, one at Lowell, Massachusetts, and the other in St. Louis, Missouri, with a combined floor space of five hundred and seventy-nine thousand square feet. Both plants are equipped with the most modern machinery for bleaching, dying and finishing grey cotton goods and the combined capacity of these plants is over two million, eight hundred thousand yards of goods per week. The company is authorized to issue one million, five hundred thousand dollars of preferred stock and two million, two hundred and fifty thousand dollars of common stock. The management and control of the business has ever been in the hands of men of long experience in the trade and its growth has been continuous, the company ranking among the leaders in its particular field.

CHARLES CHASE HOYT

For almost six decades Charles Chase Hoyt has been active in business circles of Boston. In 1870 he entered the publishing business but for many years has been connected with the National Fabric & Finishing Company and its predecessor. He is today the chief executive of the corporation, having been called to the presidency in 1929.

Born in Boston, Massachusetts, in 1855, Mr. Hoyt is a son of Isaiah F. and Josephine (Eastmann) Hoyt. His education was completed in a high school in Chicago, Illinois, and in 1870 he became identified with the retail and wholesale publishing business. For a time he was with



Chas. C. Hoyle

Hawley, Folsom & Martin. Eventually he became a salesman with the firm of Nichols & Farnsworth, accepting the position in 1886 and thus entering into active connection with the shoe finding trade. In 1890 the name was changed to Farnsworth, Hoyt & Company and at that date Mr. Hoyt became a partner in the concern. For forty years, therefore, he has been one of the owners of the business, which in 1924 became the National Fabric & Finishing Company, with Mr. Hoyt as treasurer from 1924 to 1929, since which time he has been president. At one time he was president of the Boston Boot and Shoe Club and president of the New England Shoe & Leather Corporation. He is now a member of the investment committee and is vice president of the Home Savings Bank. His name appears on the directorate of the Walworth Manufacturing Company and he is also a director of the American Mutual Liability Insurance Company and a member of its finance committee.

In 1874 Mr. Hoyt was married in Boston to Miss Emma Josephine Farnsworth, and they have a son, Richard Farnsworth, now a member of the firm of Hayden, Stone & Company, New York bankers and brokers, with offices at 25 Broad street; and a daughter, Katharyn Watson.

Politically Mr. Hoyt is a republican, and socially he is well known as a member of the Algonquin Club, the Beverly Yacht Club, the Country Club of Brookline and the Kittansett Club of Marion, Massachusetts.

STUART F. BROWN

It should be a matter not only of local but of national pride whenever America has attained world leadership along a given line wherein service to the people at large is rendered, and in this connection the Whitinsville Spinning Ring Company should be mentioned, as their plant, devoted solely to the manufacture of spinning and twister rings for textile machinery, is the largest in existence today. Of this company Stuart F. Brown is the treasurer. He was born September 10, 1888, in the village where he is now operating, a son of Robert K. and Mathilda (Steele) Brown. After completing a course in the Northbridge high school he attended Bowdoin College of Maine and after working for a year in the foundry of the Whitin Machine Works pursued a special postgraduate course in the Worcester Polytechnic Institute in mechanical engineering. In 1913 he again entered the Whitin Machine Works, there remaining until 1921 in the production and cost departments. During his summer vacations for several years previous to this he had been employed as a helper in setting up Whitin machinery in cotton mills and working in shop departments. In 1921 he was made manager of the Whitinsville Spinning Ring Company, of whose business Massachusetts has reason to be proud. It was established in 1873, having its beginning in the repair shop of the local cotton mill with Arthur F. Whitin and his master mechanic, Charles E. Trowbridge, as the moving spirits. These two, after considerable experimenting, invented a

more efficient method of turning rings and it was their purpose, fully carried out, "to make the best ring that experience can produce, that money can buy." Their invention followed considerable preliminary work in 1872 and they began manufacturing in January, 1873, under the firm name of the Whitinsville Spinning Ring Company. By their improved methods and tools, superior work and a large saving in labor were secured. Previously a $1\frac{1}{8}$ -inch single ring sold for twenty-two cents. Before the World war the price had been reduced to twelve cents and even in the post-war period of high prices they are selling for twenty-one cents. For the $1\frac{5}{8}$ -inch double ring in cast iron holder, which sold for thirty cents, they were receiving fourteen cents prior to the war. The company began the manufacture of rings for the cotton mills of Whitinsville and vicinity, but a knowledge of their superiority soon spread and orders made it necessary to increase production. Additions to their plant were made in 1882, 1887, 1891, 1896, 1905 and 1920.

In 1887 George E. Trowbridge was admitted to the firm and continued in active charge of manufacturing until his death in 1920. Later the business was conducted by Arthur F. Whitin, treasurer and founder of the enterprise, and Stuart F. Brown, agent, who was in active charge of the plant. In 1924 the business was incorporated and in 1928, upon the death of Mr. Whitin, Mr. Brown and his family purchased the outstanding stock.

Their product is known as the "Diamond Finish" rings. The steel used in manufacturing is bought under a special chemical analysis and all ingredients must be in their proper proportion to be accepted. The rings have a brilliant and very smooth polish termed "Diamond Finish" and their trade-mark is registered in the United States patent office. It indicates both the extreme hardness and high finish of the rings, which qualities are necessary for a good running ring. Their output is carefully inspected by experts at several points in the process of manufacture and when put into the shipping cases the rings are as nearly perfect as experience and care can make them. Their enlarged plant furnishes an ample supply of daylight, is equipped with the latest improved machinery and the business has enjoyed a steady and continuous growth from the outset until they now have the largest plant in the world devoted solely to the manufacture of spinning and twister rings for textile machinery. Thoroughly trained, Mr. Brown knows every phase of the business from the receipt of the raw material to the time when the finished product is sent to the purchaser and is thus able to wisely direct the efforts of those in his employ.

On the 29th of June, 1918, Mr. Brown was united in marriage to Ruth Trowbridge of Uxbridge, Massachusetts, and they are the parents of three children: Zylpha Barrows, George Trowbridge and Judith Steele.

Mr. Brown finds his recreation in golf, in yachting and in books. He is a member of the Whitinsville Golf Club, the Falmouth Country Club, the Turks Head Club of Providence, Rhode Island, the Masonic fraternity and the Grotto, while along technical lines his association is with the Providence Engineering Society, the Worcester Engineering Society and

the American Society for Steel Treating. Like the industry which he represents, his course has been one of steady advancement and he is making valuable contribution to the textile industry in the line which he manufactures.

THE CHASE-SHAWMUT COMPANY

The Chase-Shawmut Company of Newburyport came into existence under its present name in 1920, at which time the interests of Chase-Shawmut Company were taken over. Previously the business had been carried on under the names of L. A. Chase & Company and of the Shawmut Fuse Wire Company, which was established in 1893. The officers of The Chase-Shawmut Company are: Sears B. Condit, president and treasurer; and Frank D. Masterson, vice president and general manager. They manufacture electric fuses and fittings and also fuse wire, these being used in industrial plants. They also make plug fuses, which are quite generally used in household installation. They employ about one hundred people and the plant, located on the banks of the Merrimac river, is a four-story building with about twenty-five thousand square feet of floor space. Some of the representatives of the company have been associated therewith since the inception of the business, including heads of departments and a number of workmen. The company has a nation-wide patronage and also ships its products to foreign countries. The present corporation and the companies which have preceded it have been making fuses since they were first designed and in fact brought out the first tested fuse wire that was used in the country. For some time the business was carried on in Boston but in 1903 a removal was made to Newburyport, at which time the present plant was purchased.

FRANK D. MASTERSON

Frank D. Masterson, vice president and general manager of The Chase-Shawmut Company of Newburyport, was born in Boston, December 2, 1872, and educated in the schools of that city. He began working during vacation periods when but ten years of age, securing his first position in 1882 in the printing office of M. J. Kiley. From that humble start he worked his way upward until he reached an executive position as manager of the business and he was associated therewith until 1898, when he became stores manager with L. A. Chase & Company in charge of the stock department. Subsequently he acted as purchasing agent and he has been connected with the enterprise continuously since through its various changes in organization and ownership. At the inception of The Chase-Shawmut Company in 1920 he was vice president and general man-

ager, and executive control is entirely in the hands of Mr. Masterson, who has done much to further the prosperity and development of the enterprise.

On the 27th of November, 1895, Mr. Masterson was married to Miss Katharine L. Lee, of Boston, and they reside in Newburyport. Mr. Masterson was active in the Rotary Club for some time and is a member and past vice president of the Newburyport Chamber of Commerce. His interest in community welfare is manifest in many tangible ways and his worth as a business man and citizen is widely acknowledged.

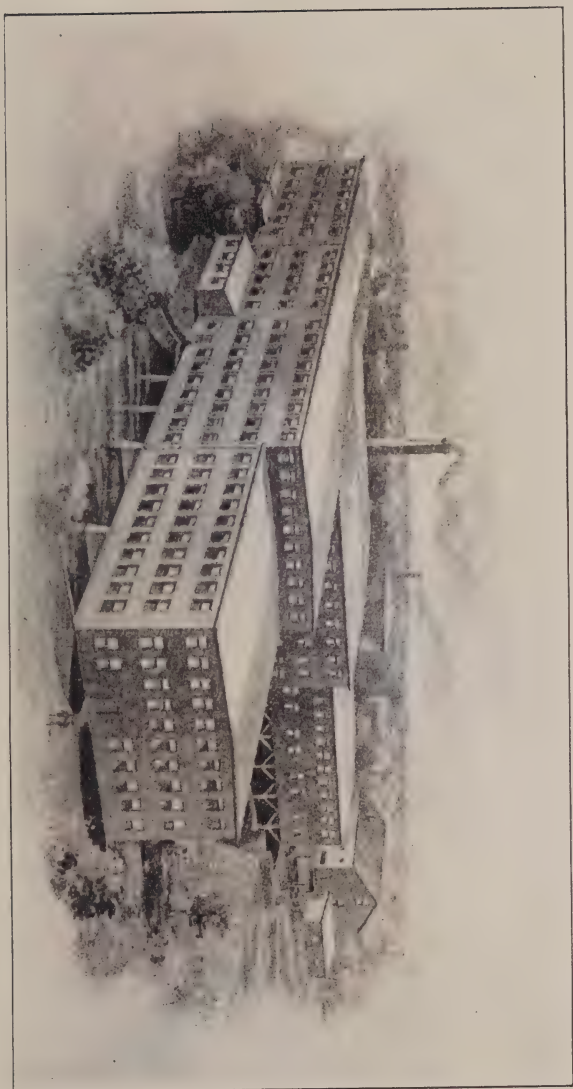
TILTON & COOK COMPANY

The Tilton & Cook Company takes rank as one of the larger enterprises of the city, engaged in the production of celluloid goods, combs and novelties, being capitalized for \$200,000, and employing upwards of 200 operatives. Marvin W. Sherwin is president, Frederick H. Cook, secretary, and Horace F. Cook, treasurer of the corporation.

HORACE F. COOK

Between four and five hundred men constitute the force of employes of the Tilton & Cook Company of Leominster, Massachusetts, manufacturers of celluloid and horn products, with trade relations extending to every section of the country. This business is now being carried on by an efficient organization, of which Horace F. Cook is the treasurer, his incumbency in the office covering the period from 1913 to the present.

Born in Leominster, November 16, 1879, Mr. Cook is a son of George H. and Emma (Campbell) Cook, natives of Leominster and Watertown respectively. Having acquired a high school education in his native city, Horace F. Cook became associated with his father, who was engaged in the manufacture of horn goods, including combs and novelties. In connection with the business he worked his way steadily upward, familiarizing himself with every branch of the trade, and in 1905, when the business was incorporated under the style of Tilton & Cook, he became the secretary, occupying that position for eight years, or until 1913, when he was made treasurer. At the outset the company employed only six men but the business grew steadily and in 1897 the names of one hundred and fifty people were on the payroll of the organization. The trade connections of the house have continued to expand until today the output of the factory represents the work of between four and five hundred men. The horn products now average only about ten per cent of the business, while the celluloid products constitute about ninety per cent. The output of the factory is shipped all over the country to jobbers and chain stores. The firm concentrates largely on hair ornaments and novelties and the



TILTON & COOK COMPANY

business is today a mammoth concern, classed with the outstanding manufacturing interests of the state. In addition to his connection with this enterprise Mr. Cook is a director of the Leominster National Bank and a trustee of the Leominster Savings Bank.

On the 19th of July, 1926, Mr. Cook was married to Miss Elsie Kittridge, of Leominster. He turns to hunting and fishing for recreation when leisure permits, but outside interests are never allowed to interfere with his business affairs. However, he has membership in the blue lodge and the York Rite branches of Masonry, being now a member of the commandery and of Aleppo Temple of the Mystic Shrine as well. He belongs to the Leominster Club and is a Baptist in religious faith, while his political endorsement is given to the republican party. In a review of his life it will be seen that he entered upon a business already established, but it was then of small scope, and he has contributed in notable measure to its growth and development, so that he is justly accorded recognition as a representative manufacturer of New England.

MARVIN W. SHERWIN

Marvin W. Sherwin, who since 1922 has been president of Tilton & Cook, an incorporated organization of Leominster, engaged in the manufacture of celluloid, horn products and novelties, was born in Fitchburg, Massachusetts, August 21, 1874. He supplemented his grammar school training by a course in evening classes and afterward spent five years in learning and following photography. For a year he was employed in a paper box factory and afterward worked for two years in a shirt factory. Subsequently he devoted about eight years to public service and during four years of that period was connected with the Leominster water department. He has been identified with the present company of Tilton & Cook since 1909, at which time he became shipping clerk. For twenty years he has remained with this concern and as the direct result of his close application, unabating industry and capability he has advanced until in 1922 he was elected president of the organization. Their line of celluloid, horn goods and specialties is widely sold, and the business has become one of gratifying proportions. Mr. Sherwin is also a director of the Leominster National Bank.

In July, 1903, Mr. Sherwin was married to Miss Elizabeth A. Harkins, of Leominster, and they are the parents of two sons: Marvin Eugene, eighteen years of age, who is a graduate of Cushing Academy; and Ralph E., aged eleven.

Mr. Sherwin belongs to the Leominster Club. In early life he joined the Massachusetts State Militia and when war with Spain was declared he was called out for active service, remaining with the troops throughout the period of hostilities. Fraternally he is a blue lodge Mason and in that association as well as in other connections of life he commands the

confidence and goodwill of those who know him. Advancement has been his watchword, and he has found in the faithful performance of each day's duties the inspiration, determination and strength for the labors of the succeeding day.

CHARLES A. WHITING

Plainville, Massachusetts, has a manufacturing enterprise that is distinctive—that of the manufacture of costume mesh bags and costume jewelry, carried on by the Whiting & Davis Company, of which Charles A. Whiting is the president. It is true that other concerns manufacture similar lines, but this company has reached a point of leadership that has drawn to it the patronage of Paul Poiret, the world-famous fashion creator of Paris—a fact indicative of the distinctive and artistic styles produced by this company in its particular line. Today the house enjoys a reputation throughout the entire world and Mr. Whiting is numbered among the prosperous manufacturers of Massachusetts, his present financial position being in strong contrast to that which marked his boyhood, when at twelve years of age he drove a cow eight miles to Plainville and another one back, which took him the entire day and brought him a compensation of thirty cents, while the noon hour was passed without luncheon.

Mr. Whiting was born in Cumberland, Rhode Island, July 4, 1864, obtained a district school education and then began working in a cotton mill in his native town. On July 13, 1880, he entered the employ of Wade, Davis & Company, jewelry manufacturers of Plainville, in the capacity of office and general errand boy. That he was actuated by a laudable ambition is indicated in the fact that his unfaltering industry and perseverance gained him promotions from time to time until he was made foreman of the factory. His next advanced step placed him in charge of the New York office and he traveled in the west, selling the goods of the house until 1911. In the meantime the business had been taken over by the firm of Whiting & Davis on the 13th of July, 1896, and exactly eleven years later Mr. Whiting purchased the interest of Edward P. Davis and in 1908 incorporated the business under the present name, since which time he has been the head of the company, filling the dual office of president and treasurer, with his daughter, Marion Whiting Rice, as vice president and with Fred M. Cook a director and Sturgis C. Rice, general manager. It is an interesting coincidence in the history of the business that three of its most important transactions were made on the 13th of July. The company maintains a branch factory in Sherbrooke, Quebec, operated by Mr. Whiting's nephew, Lawrence W. Cook; a New York office at 366 Fifth avenue; a Chicago office at 31 North State street, in charge of a nephew, Frank E. Whiting, while C. C. Whiting travels through the west and south in the interests of the business. The Paris address is at 43 Avenue



CHARLES A. WHITING

Victor Emanuel III. The company has gained a world-wide reputation for the costume bags and costume jewelry manufactured, the bags including the Dresden Soldered, Armor, Baby Armor and Beadlite enameled mesh, together with those of gold and silver. In recent years Paul Poirer has entrusted to the Whiting & Davis Company exclusively the adaptation, creation, manufacture and distribution of all his personal designs and sketches for costume bags and other costume jewelry accessories. These productions, in the language of the trade, are supersmart and all the products of the Whiting & Davis Company are today widely distributed and greatly appreciated. Mr. Whiting is also vice president and a director of the Manufacturers National Bank of North Attleboro, Massachusetts, and a director and vice president of the New England Jewelers Association.

On the 19th of October, 1887, Mr. Whiting was married to Miss Josie Heaton, of Franklin, Massachusetts, and they had one daughter, Marion, who is the wife of Sturgis C. Rice and has two children, Charles Whiting and Laura Miller. Mrs. Whiting passed away August 18, 1925.

Mr. Whiting belongs to the Boston Chamber of Commerce, to the Franklin Business Men's Association and was the first president of the Plainville Board of Trade. He is also a member of the Franklin Country Club. He is greatly interested in antiques and has acquired a most interesting collection during his travels in Europe, going to the continent once a year. He has also traveled in every state in the Union. A self-made man in the fullest and best sense of the term, he certainly deserves great credit for what he has accomplished. He arrived in Plainville with twenty-five cents in his pocket. For forty-nine years he has been associated with the same company and from a minor position has worked upward to the presidency of what is today one of the chief companies in this line in the world. Success in large measure is his and has come to him as the direct result of marked business capability, close application, initiative and a progressive spirit. He maintains his residence in Franklin, with a summer home in Chatham.

OTIS EMERSON DUNHAM

Marked initiative has characterized the life record of Otis Emerson Dunham, who by his original and progressive methods has made the name of Page & Shaw, confectioners, of which company he is the president, known throughout the world. There is no other enterprise of similar character whose products are so widely and extensively used, and he is not alone the "hard-headed man of business," for there is much of the idealist in his makeup. This is manifest in his continuous effort to combine artistry and beauty with commercial activity, and he thus not only handles the "candy of excellence" but also that which makes strongest appeal to those of discriminating taste as to color, form and attractiveness of design. London, Paris and the leading cities of America are familiar

with the name of Page & Shaw through the establishment and conduct of some of the most beautifully decorated stores of these metropolitan centers, and there is scarcely a town of any size that does not boast of an agency for this firm.

Mr. Dunham was born in Beverly and traces his ancestry back to Nottingham county, England, where lived Deacon John Dunham, who became one of the early Pilgrim fathers of Massachusetts, landing at Plymouth in 1625. For thirty years he was a deacon there and for seventeen years was deputy to the governor of Plymouth. The family name is taken from the town of Dunham, an ancient English village on the west bank of the river Trent and which belonged to King Edward the Confessor from 1041 to 1066, when William the Conqueror took over England, and from that day the Manor of Dunham finds mention in the Domesday Book down to 1922.

Mr. Dunham studied in the schools of his locality, mastering the work of the grammar grades and of the high school, and in vacations he sought employment that would provide him a living. Even the Christmas and Eastertime periods he devoted to selling goods, to serving as cashier and to acting as helper to carpenters, painters and bricklayers. In the midst of continued activities he also pursued a two years' business course and a four years' classical course at high school, completing both within the regulation four-year period. He was likewise an officer in the school battalion, was captain of the baseball team and a member of the hockey and football teams, and thus he was developing physically as well as mentally.

It was his early ambition to become a member of the bar and he directed his studies to that end. While twenty years of his life was later devoted to the practice of law in Boston, and he met with success, he was opposed to many of the practices common in the profession therefore resolved to give up law practice. Turning to the commercial world, he became interested in the candy industry. With characteristic thoroughness he mastered the details of candy making and he learned that the firm of Page & Shaw was producing confections unsurpassed throughout the world. He began investing in stock of this company, which has been in existence as a Boston enterprise for a half century. The factory of the company is located in Cambridge and within that building are trained many young men and women who go forth to prepare candies at Page & Shaw branches in strict accord with the requirements for a superlative product. Today the company manufactures over eleven hundred varieties of candy, continuously bringing forth new kinds that are today familiar throughout the length and breadth of the land.

Mr. Dunham not only thoroughly familiarized himself with candy making processes and the methods of controlling and developing the trade, but he also turned his attention to thoughts of improvement and began designing boxes and the furnishings of the stores. He chose Moorish designs as the most original and distinctive methods of decorating the various Page & Shaw establishments throughout the United States and he began the study of Moorish art, reading everything that could be found

upon the subject. It was also Mr. Dunham who introduced the idea of zoning the western continent for supplying the trade because of a recognition of the fact that candy is a perishable article and cannot be shipped all over the country from one factory. He then set about the task of establishing factories in convenient centers of trade and these are now found in Los Angeles, Philadelphia, New York, Montreal, San Francisco and Chicago, while stores were opened in more than thirty cities. These stores are small but exquisitely furnished and are the last word in art, for artists from France and England as well as from the orient have been engaged for the adornment of the stores and for the ornamentation of the packages. It was the Page & Shaw establishment that introduced the ribbons and other accessories in preparing their packages for the market. After the American trade had been placed upon substantial basis, Mr. Dunham turned his attention to Europe, establishing stores in London and Paris, with a factory in the former city and various agencies throughout the continent. The main factories are still maintained at Cambridge, where the extensive plant of the firm includes the candy factory, a box factory and a chocolate factory. To produce the "candy of excellence" only the highest grade materials are used and these are brought from every section of the world to contribute to the variety and palatability of the output. The factory in Cambridge produces about six million pounds of chocolate annually, requiring an enormous quantity of chocolate, while over five hundred different materials are used in making this candy—materials coming from all parts of the world. New fruits and new flavors are constantly being added, and experts are constantly on the outlook to provide new combinations.

In later years, when thorough organization has led to a success that permits Mr. Dunham greater leisure, he has found time to carry out dreams that he cherished since his youthful days. When a boy he read of the ranches of the west, the life of the Indian and of the cowboy, and his hope of one day becoming a ranch owner has been realized. Mr. Dunham owns in Massachusetts, on the North Shore, in the district known as Montserrat, a place known as Lodge Pole Ranch, where he has a beautiful terraced dwelling of stone surrounded by one hundred and ten acres of woodland that furnishes sanctuary not only to all kinds of birds that are found in the temperate zone but to many of the animals which were so fast becoming extinct—bison, mule deer, reindeer and elk—some brought from western ranches, some from the vicinity of the Grand Canyon and others from the far north. The other ranch owned by Mr. Dunham, known as Buffalo Head, comprises five hundred acres within the Blackfoot reservation of Montana and is more than thirty-five hundred feet above sea level, with the adjacent Rockies towering five thousand feet higher. Having established a branch of his business at the entrance of the national park in Montana, it was thus that Mr. Dunham became interested in securing a ranch in that section of the country. Upon his ranches he does much manual labor, thus keeping physically fit, and he enjoys every phase of entertainment that nature can offer, including fishing. The Blackfeet have

adopted him into their tribe together with his two daughters, Beverly and Shirley, Mr. Dunham being accepted as a member of the tribe at the close of a four days' ceremonial under the name of Chief Lodge Pole.

THE DAVIS & FURBER MACHINE COMPANY

For almost one hundred years the business now carried on by the Davis & Furber Machine Company has figured in connection with the textile history of North Andover and of the United States. The establishment of this plant dates back to 1832. The enterprise is the outgrowth of the little manufacturing business that existed from 1832 until 1834 under the name of Sawyer, Phelps & Company. In the latter year the firm style of Barnes, Gilbert & Company was assumed when the business came under the ownership of Charles Barnes, George H. Gilbert and Parker Richardson. In 1841 Benjamin W. Gleason and George L. Davis entered the firm, which then became Gilbert, Gleason & Davis. Since that time the name of Davis has figured in connection with the development of the business, which has long been one of extensive proportions.

George L. Davis remained financially and actively interested in the concern for a half century. In 1835, when a youth of nineteen years, he had left his father's farm in Oxford, Massachusetts, and had made his way to Andover to learn the machinist's trade with the firm of Gilbert & Richardson. At that time the firm occupied what was called "The Paper Mill" in Andover; but in October, 1836, the partners removed to the North Parish, now North Andover, purchasing from Isaac Osgood a saw and grist mill on Cochichewick brook, together with water-power.

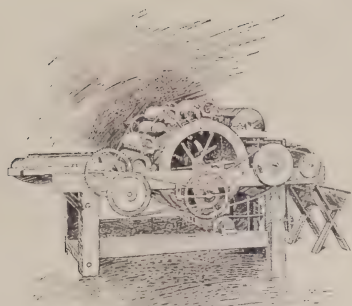
On this newly acquired property they built a machine shop, to which they transferred their tools and patterns from the South Andover plant. The building was a two-story structure with a pitched roof, and therein they continued the building of woolen machinery. Until 1836 the nearest railroad shipping point was Wilmington. It was in that year that the Boston & Portland, now part of the Boston & Maine Railroad system, built the tracks from Wilmington to Andover; by 1843 further railroad building had made it possible for the machinery of the company to be shipped north direct to Portland, or south to Boston, and connecting points.

Mr. Gilbert, who had moved to Ware, Massachusetts, sold his interest to his partners in 1846. The business was then continued by the firm of Gleason & Davis until 1848, when they were joined by Charles Furber under the style of Gleason, Davis & Furber. Mr. Gleason disposed of his interest to his partners in 1851, and the firm name was changed to Davis & Furber.

Under this management the business prospered from the beginning. The succeeding years chronicled rapid development of trade. In 1857 a



THE DAVIS & FURBER PLANT ON
ITS TWENTY-FIFTH ANNIVERSARY
IN 1857.



THE ORIGINAL SCHOLFIELD WOOL-
EN CARD WHICH WAS IN SERVICE
FOR OVER NINETY YEARS. IT IS
STILL PRESERVED.



A MODERN WOOLEN CARD ROOM



RECENT VIEW OF THE WORKS OF THE DAVIS & FURBER MACHINE
COMPANY

story was added to the building. New equipment was secured from time to time. On the 19th of June, 1857, however, Mr. Furber passed away at the comparatively early age of thirty-nine years. Mr. Davis then purchased the Furber interest and continued alone for about six months. Soon, however, he took in as partners Joseph M. Stone; Daniel T. Gage and John A. Wiley. Mr. Gage stayed but a year or two, but Mr. Stone and Mr. Wiley spent the rest of their lives building up the reputation of the Davis & Furber Company. Joseph M. Stone was an inventor of ability, under whose leadership the machinery produced was greatly improved, and John A. Wiley helped to build up the selling end of the business. These three men, Davis, Wiley and Stone, for many years were the principal owners of the business. On January 1, 1868, three sons, George Gilbert Davis, Joseph H. Stone and James H. Davis, joined the partnership. Joseph H. Stone was actively identified in improving the company's system of accounting, and, with his father, in improving the machinery. James H. Davis was especially interested in the manufacture of card clothing, bringing that department to what was then considered a high state of efficiency. On January 1, 1883, the Davis & Furber Machine Company was incorporated under the laws of Massachusetts with a capital stock of four hundred thousand dollars, with George L. Davis as treasurer.

George Gilbert Davis for many years was the head of the company, serving as treasurer until his death in 1920. Under his able management the plant had expanded to twice the size it had been at the time of his father's death in 1891. Eben A. Baldwin and George L. Hamilton, both directors and active in the management as long as they lived, were of great assistance to Mr. Davis in the promotion of the company's welfare.

The Davis & Furber Machine Company today occupies the same site and utilizes the same water power on Cochichewick brook in North Andover that was first bought by Gilbert & Richardson in 1836; but marked changes have been made with the growth of the business. Today there are ten commodious shops with a floor space of nearly fifteen acres, filled with modern machinery of the most improved type. The entire plant, including cottages, tenements, and storehouses, covers about seventy acres. The company not only makes woolen and worsted cards and mules, but it builds nearly every kind of machine used in the manufacture of woolen and worsted yarns, including nappers, card clothing, etc. For several years the company has enjoyed the reputation of being the largest manufacturer of this class of machinery in the United States.

With the passing years the Davis & Furber Machine Company has sent its products into every state in the Union where there is a woolen mill—into Canada, Mexico, the West Indies, South America, Japan, and into some parts of Europe. Back of the undertaking there have always been men strong, determined and progressive. From time to time, with the growth of trade, additions have been made to the plant until it is today the expression of the highest type of productive industries of this character.

The company is now managed by a board of directors consisting of

George L. Wright, president; Samuel F. Rockwell, treasurer; Oscar M. Godfrey, clerk, and Andrew Gibson, assisted by an energetic and capable force of designers, salesmen and mechanics.

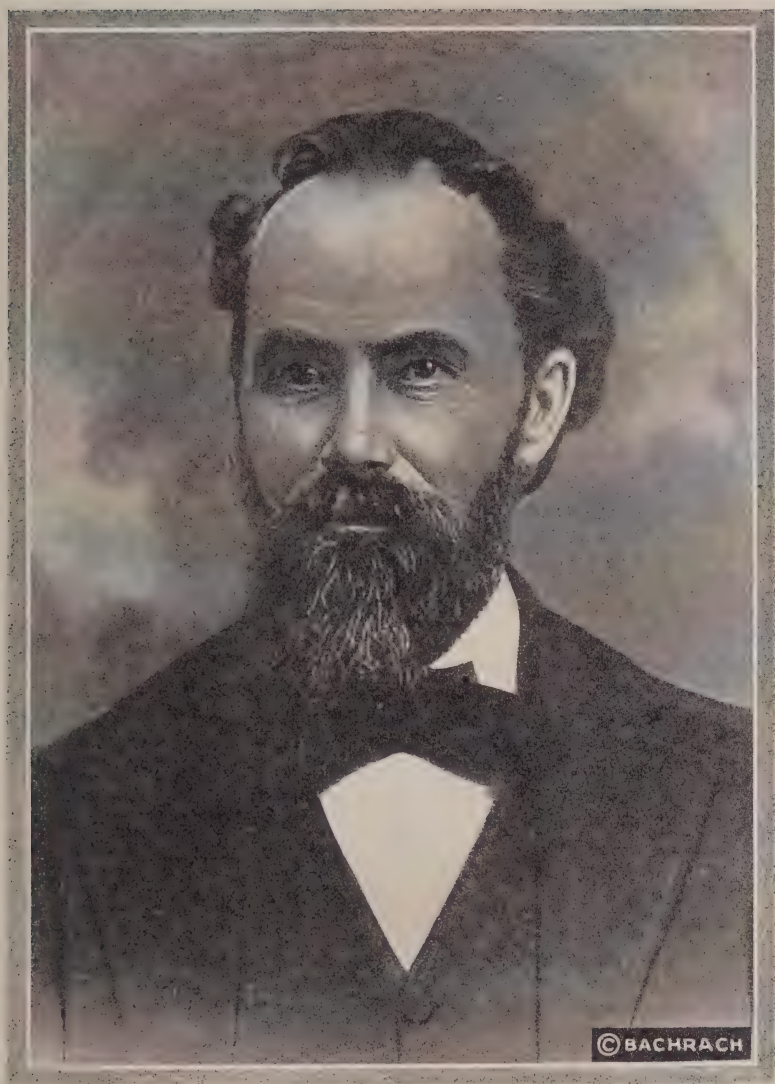
Davis & Furber Machine Company is employing the best engineering talent and technical skill to improve its machinery. As a conservatively managed concern, it has weathered storms which have wrecked both larger and smaller competitors. The products of the Davis & Furber Machine Company are sold with a guarantee implied and expressed, and tested by generations of textile manufacturers.

DAILY EVENING ITEM

On the 25th of November, 1927, Calvin Coolidge, then president of the United States, wrote from the White House in Washington the following letter: "My dear Mr. Hastings: It has come to my attention that on the 8th day of December, 1927, you will celebrate the 50th anniversary of the Lynn Item. That is not only a long, but for your publication it has been an exceedingly honorable, career. It has been a paper which has been able to give the news, accompanied by helpful editorial comment and support for high ideals and the purest patriotism. You have a rich family heritage which has become an institution in your community. I wish to extend to you my congratulations on the past and my best wishes for the future."

Thus came merited recognition to an enterprise which has now been in existence for more than half a century, for it was on the 8th of December, 1877, that the first issue of the Daily Evening Item of Lynn made its appearance. In the previous year Horace N. Hastings began the publication of the Lynn City Item, in which undertaking he associated with him his sons, Henry Nelson, Charles Houghton and Wilmot Reed Hastings, in a partnership relation known as the Hastings & Sons Publishing Company. The paper originally was of four pages, seventeen inches long, with five columns to a page. The office, composing room and press rooms were in the second-story front of what was then known as the Sweetser building at Union street and Central square, but in later years was purchased by the Item. The entire force consisted of one editor, one reporter, one "ad" solicitor and printers to the number of ten. A small Acme press, rotated by man power, turned out the first edition. The Item made steady progress, necessitating a removal to larger quarters on Union street, at which time a new single cylinder, hand-fed press was installed in the basement. When new printing machinery was introduced the paper was enlarged to a seven-column journal and a longer page but still remained a four-page issue. A stereotyping outfit was introduced and the Item continued to inform the people concerning daily happenings in Lynn, with an increased circulation and advertising patronage.

The next removal took the Item to the Clough block, where the plant



HORACE N. HASTINGS

occupied nearly the entire building. Another new press, a four-feeder, was installed requiring four men to pass through the paper by hand. On the third floor were the editorial rooms and the stereotype room, at which period all matrices were "beaten" in by hand. On the top floor was the composing room and a considerable force of printers was employed.

At length the Hastings & Sons Publishing Company purchased its first home, building and land, acquiring the Sweetser block which it had previously occupied. Here was installed its first Hoe press printing from a web, but soon this part of the equipment was abandoned for what is termed the "turtle form," type being made up on a curved bed. The Item moved back to its "old homestead" and the business was there continued until everything was wiped out by the memorable fire of November 26, 1889. All was lost, but a courageous spirit actuated the owners of the paper, who in the plant of a job printing office brought forth an incomplete form of the Item giving an account of the conflagration. Immediately they made arrangements with the Boston Post to issue from its office the Item, which was an evening paper, while the Post was published as a morning edition. Long before the ruins were cold on the site of their building the Hastings & Sons Publishing Company had established a small shed on their ground and opened there a business office, while for three weeks the mechanical and editorial force remained in Boston, and as no telephones were in use at the time, copy had to be supplied there through messenger service. On the night of the fire, however, the Hastings & Sons Publishing Company wired an order for a Scott press to be delivered immediately, together with type and necessary equipment, and soon the Item was being published on the second floor of the Wilson factory building on Willow street, there remaining until its new building was completed. It was at the time of the fire that the Item became an eight-page paper. With the return to the original location typesetting machines were installed and the rapid growth of the paper convinced the company that it must have a permanent home and land was acquired at the corner of Exchange and Mount Vernon streets, a new building being erected there and occupied on February 22, 1901.

Great indeed have been the changes which have occurred in the manner of newspaper publication since the Daily Evening Item was established. At that period only a small outlay for type and press was needed. Today machines of most intricate character are used and the steady march of progress has at all times characterized the Item. Merchants at the early period based their success upon the reputation which they had built up and not by making known to the public through advertising the line of goods which they handled. Under the guidance of Henry N. Hastings, who acted as advertising solicitor, a good business was built up in that department. From the first the Item has remained a clean paper that could go into any home and offend the good taste of no one. Advertisers came to know that because of that home circulation results were obtained and from that source also came circulation with buying power. In the

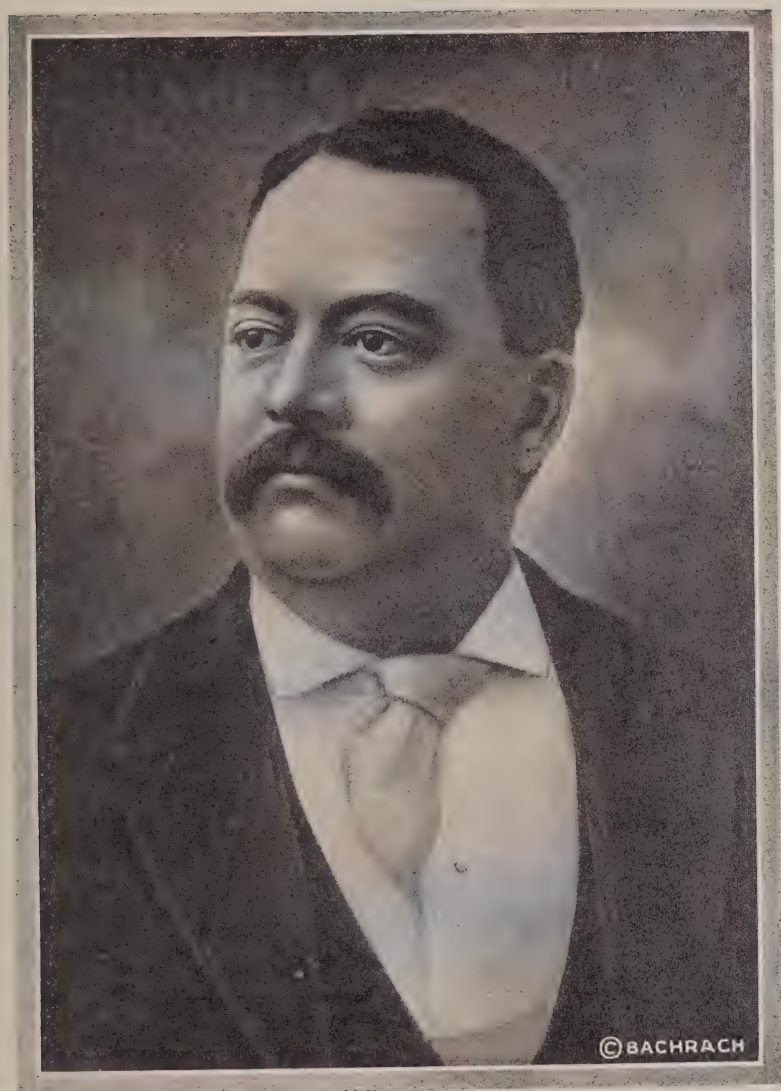
first issue of the Item were found advertisements of Harper's Bazaar and the New York Sun, the sole revenue from which was a copy of each for the year. The railroad time tables were also published, the compensation being free transportation for the newspaper owner. The character of the display lines of present-day advertising shows marked contrast with that of the earliest issue.

The Item business office has kept pace with the times by installing modern equipment in accordance with its needs, including adding machines, typewriters, steel filing cabinets and a fireproof vault, while well trained bookkeepers and clerks are employed. In the early days there was no thought of Associated Press dispatches, but today the Daily Evening Item is in touch with the world by wire and has had among its operators one who was once Lincoln's telegrapher during the war, serving at the White House. All the latest machinery for typesetting, for assembling and for printing is found in the plant. The linotype machine has long since replaced the labor of the man who picked out his type, one by one, from the case and assembled it in a "stick." Typesetting and type casting machines are in use, producing practically all of the news and advertising matter. Moreover, the company has its own electric light and power plant, furnishing power for all departments, and has its stereotyping room where the metal pages are cast. Stereotyping has proved one of the most important mechanical developments in the history of newspaper work and the Item stereotyping department plays a major part each day in preparing the daily editions. The composing room contains fifteen linotype machines, all housed in a substantial five-story stone structure that adequately meets the needs of the organization. The Item has assembled a large force of editorial writers, correspondents, advertising men and others needed in the publication of a paper of this character and the name of Hastings has ever been an honored one in journalistic circles in Massachusetts. The Item is still published under the immediate guidance of one of the original partners, Charles Houghton Hastings, who though still a youth in his teens was taken into the firm of the Hastings & Sons Publishing Company upon its organization.

HORACE NUTTER HASTINGS

No history of journalism in Massachusetts would be complete without reference to Horace Nutter Hastings, the founder of the Daily Evening Item, which for fifty-two years has been published at Lynn and throughout the entire period has kept abreast with modern ideas of newspaper publication. In this enterprise he associated with him his sons under the name of the Hastings & Sons Publishing Company and the paper has always been in possession of members of the family.

Horace N. Hastings was born in Cambridgeport, Massachusetts, February 1, 1829, and when only eleven years of age began working at



HENRY N. HASTINGS

the type case in the composing room of the Woburn Sentinel and Middlesex Advertiser, which was the first paper published in Woburn. Later he was employed on the Woburn Gazette and successively served the Waltham Sentinel, the Woburn Advertiser and the Woburn Guidepost. Gradually he had worked his way upward, acquiring a comprehensive knowledge of the printing trade and advancing his efficiency through wide experience. He soon became the proprietor of the Woburn Guidepost and in 1849 he came to Lynn, where for a period of eight years he was identified with Lewis Josselyn, who in that year had established a paper called the Lynn Bay State. In 1857 Mr. Hastings returned to Woburn and began the publication of the Woburn Budget. His entire life was devoted to newspaper interests and gradually he advanced to a point of leadership in his chosen field.

In September, 1853, Mr. Hastings had married Augusta A. Houghton, of Clinton, Massachusetts. He devoted his attention to the publication of the Woburn Budget until 1861, when the country became involved in civil war and he put aside all business and personal considerations in order to join the army, leaving his family, then consisting of wife and four children, the youngest a daughter but two days old when he departed with his company for camp at Wenham. He became a second sergeant of Company G, Fifth Massachusetts Infantry, and remained in the south for nine months. In 1864 he again enlisted, becoming second sergeant of Company B, Eleventh Massachusetts Infantry, and was in command of his company as first sergeant at the time of the surrender of General Lee at Appomattox, April 9, 1865.

Immediately after the war Mr. Hastings went to Oregon, where he remained for four years and during one year of that time was foreman of the composing room of the Portland Oregonian. In 1870 he reestablished his home in Lynn, where he became local editor of the Lynn Reporter, occupying that position until 1876, when he and his sons established the Lynn City Item, a weekly paper from which developed the Daily Evening Item, the first edition appearing on December 8, 1877. From that time until his demise Mr. Hastings continued at the head of the paper and placed it upon a substantial basis, inaugurating a policy which has always been continued in its publication and which has made it one of the leading evening journals of the state.

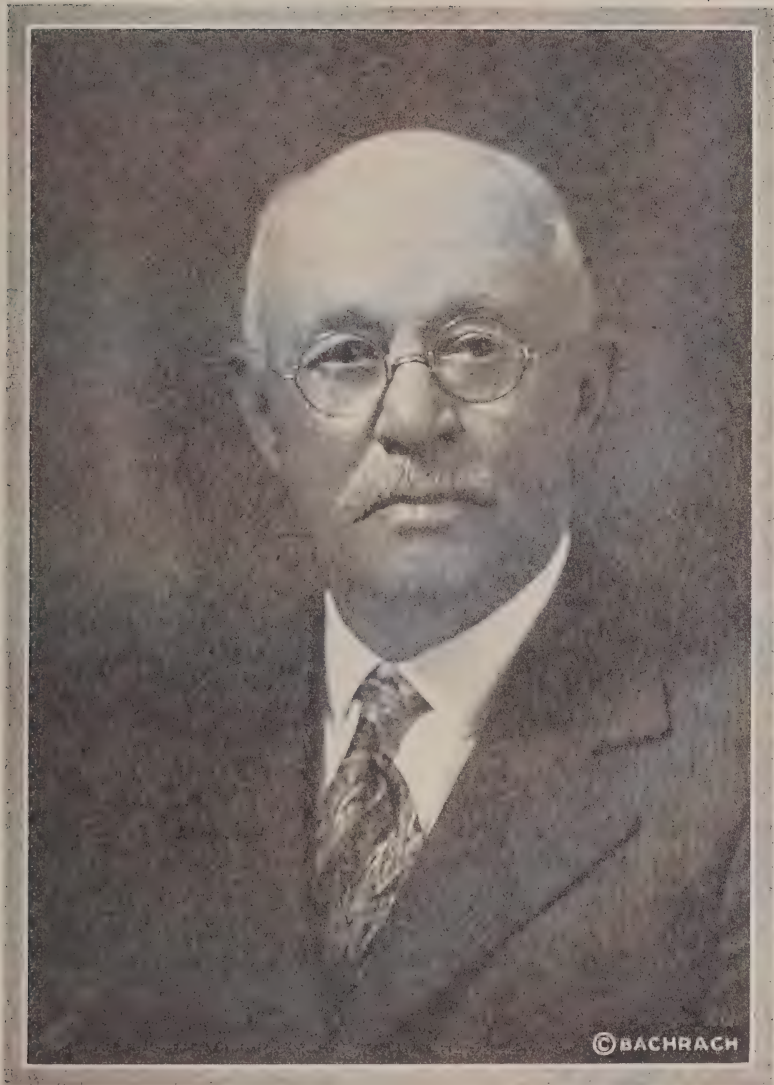
Mr. and Mrs. Hastings became parents of six children, including Henry Nelson, Wilmot Reed and Charles Houghton who were associated with their father in the ownership and publication of the Item. Alfred L. is deceased and one son died in infancy. Those living are Charles Houghton, and Etta Augusta, the wife of Fred C. Rundlett. The publication of the Item became in a way a family affair. In the early days when they were seeking to place the Item upon a substantial basis Mrs. Rundlett worked in both the composing room and business office, adding much to the success that followed. The mother, too, was untiring in her efforts to encourage husband and sons and her bravery under trying circumstances in the early struggle of the Item for existence was in-

valuable and can never be forgotten. In the home circle her words of cheer and advice were freely given and did much to soften the rough places that were so often encountered. She left a heritage of love and good advice that has always been reflected in the success of the Item. Mr. and Mrs. Hastings lived to celebrate their golden wedding on September 22, 1903, but death claimed Mr. Hastings in January, 1904, his wife surviving until September 24, 1914. Their worth to the community can scarcely be overestimated, and Mr. Hastings is yet honored in the memory of all who knew him by reason of what he accomplished in founding and promoting the Daily Evening Item, which he always made the supporter of every project for the benefit and upbuilding of Lynn.

HENRY NELSON HASTINGS

Henry Nelson Hastings was twenty years of age when in 1876 he joined his father, Horace Nutter Hastings, in establishing and publishing the Daily Evening Item of Lynn. He was born in Woburn, Massachusetts, June 15, 1856, the eldest son of Horace N. and Augusta A. (Houghton) Hastings. At the time of the Civil war, when the husband and father enlisted and went forth for active service on the battle front, the mother returned with her family to Clinton, Massachusetts, where she had made her home previous to her marriage, and it was in Clinton that Henry N. Hastings acquired his early education. He was still in his minority when he came to Lynn with his parents and began learning the printer's trade in the office of the Reporter, while later he assisted his father in the establishment of the Lynn City Item, which was published weekly. The success of this venture led to the establishment of the Daily Evening Item in 1877, the latter being a four-page folio of five columns and seventeen inches in length. For twenty-one years Henry N. Hastings was connected with the publication of this paper, loyal to its best interests through days of adversity and prosperity alike. It had entered upon a seemingly prosperous existence and had been published for twelve years when in November, 1889, the entire plant of the company was destroyed by fire. The following day a little shack arose on the ruins and business was resumed. Never in all the half century and more of its existence has the Item failed to appear daily.

Henry Nelson Hastings acted as advertising solicitor for the paper and had few equals in this field. He also served as reporter, as collector and helper in all the mechanical departments, for like the others of the family he knew every phase of newspaper publication. By nature genial and companionable, he won many warm friends among the business men of Lynn and his activities as advertising solicitor contributed in large measure to the success of the paper. His good nature and his kindness made him the friend of all and particularly of the little chil-



CHARLES H. HASTINGS

dren, whose hearty greetings made for his happiness in his daily contacts. He had only passed the forty-first milestone on life's journey when he was called to his final rest April 18, 1898.

CHARLES HOUGHTON HASTINGS

Charles Houghton Hastings, widely known as the president of the Hastings & Sons Publishing Company, publishers of the Daily Evening Item at Lynn, was born in Woburn, where his parents, Horace N. and Augusta A. (Houghton) Hastings, were then maintaining the family home. In 1870, however, they removed to Lynn, so that their son Charles pursued his education in the schools of this city, graduating in due course of time from Master Chase's school. He initiated his business career by serving as office boy and later as clerk and stenographer in the plant of the Clinton Wire Cloth Company in Clinton, Massachusetts, and was occupying a position there when his father and his brothers began the publication of the Daily Evening Item in 1877. He had been included in the partnership when the Hastings & Sons Publishing Company was established but did not sever his relations with the Clinton concern until 1880. With his father and brothers he shared the discouragements and disappointments which attended the new venture as well as the success and prosperity which ultimately crowned their labors. The paper had been placed upon a firm financial basis when in 1889 a disastrous fire swept over much of the business section of Lynn, laying waste nearly five million dollars worth of industrial, commercial and residential property. With characteristic determination and courage the Hastings family undertook the task of rehabilitation with the result that a greatly improved daily paper came forth, as it were, Phoenix-like from the ashes—a paper of eight pages to supplant the previous issue of four pages. Progress has always actuated the Item, manifest not only in its mechanical equipment but in its methods of news service and as an advertising medium. With the death of their father in 1904, Charles H. and Wilmot R. Hastings assumed the responsibility for the future conduct of a then firmly established and prosperous newspaper enterprise. Never have they deviated from the high standards which were established at the outset, and with Charles H. Hastings as the sole survivor of the original partnership he is carrying on the business in the same progressive spirit which has been manifest from the beginning. Two years ago the paper celebrated its fiftieth anniversary and the story of its progress is one of the industrial romances of the state.

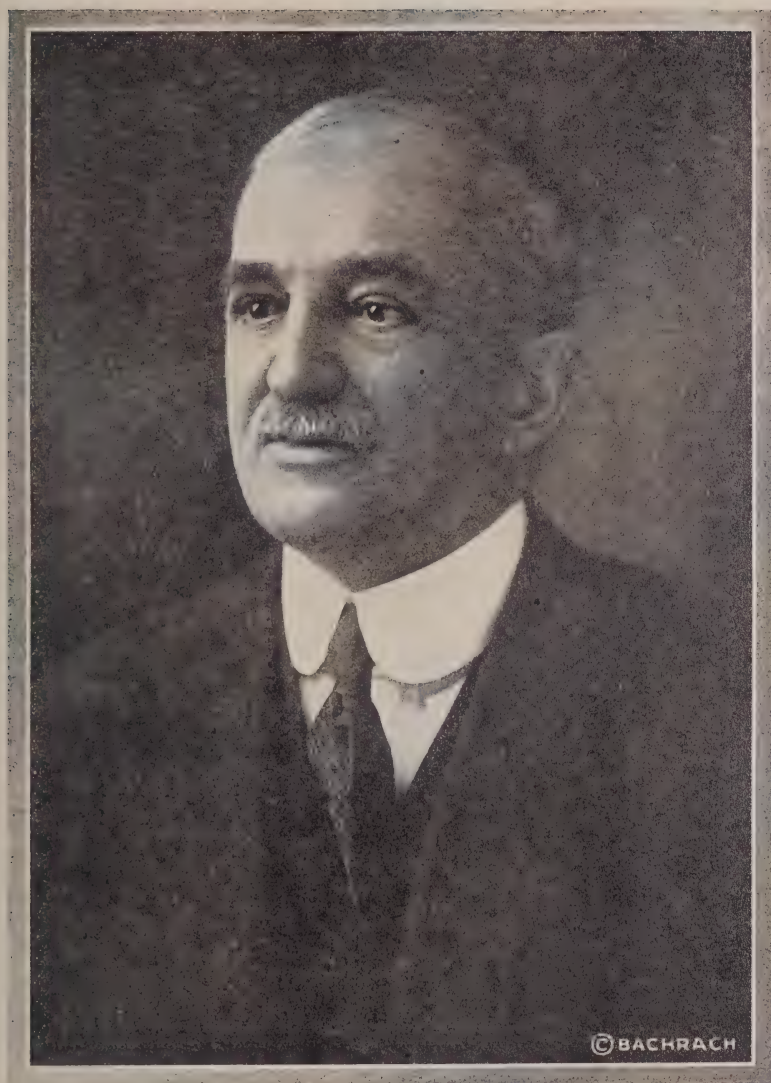
Nor has Charles H. Hastings confined his attention entirely to the Item, for he is a director of the Essex Trust Company, of the Morris Plan Company and the Lynn Storage Warehouse Company and is also a trustee of the Lynn Institution for Savings and of the Lynn Realty Trust. He is a prominent member of the Lynn Chamber of Commerce,

which he has served as a director and is a past president of the Oxford Club. His activities have been wisely directed along lines where fruition is certain and where sound judgment has pointed the way. He has not only lived to see marked changes in the matter of newspaper publication but has oftentimes been the leader in such changes and has ever kept abreast of the times in journalistic progress. Year by year the newspaper office has increased and improved its equipment and maintained its excellence as a news medium, bringing to the reading public that which is of most general interest as regards local, state and national affairs.

WILMOT REED HASTINGS

Wilmot Reed Hastings, who succeeded to the presidency of the Hastings & Sons Publishing Company, publishers of the Daily Evening Item, following the death of his father, Horace N. Hastings, was born in Woburn, Massachusetts, June 23, 1860, and was therefore a lad of but ten years when his parents, Horace N. and Augusta A. (Houghton) Hastings, removed with the family to Lynn in 1870. The name of Hastings has been associated with newspaper publication in this city for almost six decades. After rendering assistance to other publishers for about six years the father, in January, 1876, began the publication of the Lynn City Item, which was issued weekly. In the meantime Wilmot R. Hastings attended the Whiting grammar school and in due course was graduated from the Lynn high school. He then entered the office of the Daily Evening Item and after learning his trade became closely identified with the publication of the paper. He became a practical printer, trained in all departments of the publishing business and working his way upward from a humble position to one of executive responsibility. He always announced with pride that personally he set the first stick of type for the Daily Evening Item. He was admitted to partnership in the firm, then composed of his father and two brothers, Henry N. and Charles H. Hastings. His name for many years was synonymous with the publication of the Daily Item and the shaping of its policy and he took great pride in its success and the maintenance of its high standards.

As the newspaper developed, however, and was placed upon a firm basis, with its business in its various departments thoroughly systematized, Wilmot R. Hastings was able to devote considerable attention to other matters. He became associated with several business enterprises of Lynn, was president of the Lynn Manufacturers & Merchants Mutual Fire Insurance Company and clerk of the Lynn Storage Warehouse Corporation. He also labored earnestly and effectively to advance the general business welfare of the city and he was unfaltering in his advocacy of any measure which he deemed important in advancing the growth and progress of Lynn. For many years he made his home in Swampscott, where he took



WILMOT R. HASTINGS

active part in political affairs, and for the years 1897 and 1898 served as chairman of the board of selectmen. He was also identified with several social and fraternal organizations but his interest centered in his family, for he was a home-loving man. He belonged, however, to the Oxford Club of Lynn, to the Tedesco Club of Swampscott, to the Masonic Club, to the Wayfarers Masonic lodge of Swampscott, to the Lynn Rotary Club and to Master Chase's Schoolboy Association. He died suddenly April 7, 1922, and outside of his immediate home circle his death was nowhere more keenly felt than in the offices of the Hastings & Sons Publishing Company, where he was ever a kindly and considerate employer and at all times a fellow worker with those who were in his service. In his passing Lynn lost one of her most representative and best loved citizens.

HORACE AUGUSTUS MOSES

Along various lines the life of Horace Augustus Moses has been one of intense activity, largely and beneficially resultant. He is equally well known as a manufacturer and philanthropist, having contributed to the success of projects which have been established primarily for the benefit of those who need assistance and at the same time aiding in the material development and progress of the state through his association with manufacturing and financial interests.

Horace A. Moses was born on a farm near Ticonderoga, New York, on April 21, 1862, his parents being Henry H. and Emily J. (Rising) Moses. His early life was spent on the farm where there was abundant opportunity and necessity for work. He learned in his early years the hardships of country life, before the invention of the many improvements which have since changed the living conditions of the countryside. His early education was acquired in the district school at South Ticonderoga, New York, after which he attended Troy Conference Academy at Poultney, Vermont, graduating in the commercial department in 1881. A large part of the expense in attending the Academy was paid from personal earnings during the school years and the balance was obtained through small loans from an uncle. Immediately following his graduation from Troy Conference Academy, Mr. Moses came to Mittineague, Massachusetts, where he became engaged as an office man with the Agawam Paper Company, and later worked through the production department until at the age of twenty-six years he became the mill superintendent. Nine years after his entrance into the paper business, at the age of thirty, Mr. Moses organized the Mittineague Paper Company and in 1910 he purchased controlling interest of the Woronoco Paper Company. A consolidation of these two companies resulted in the formation of the Strathmore Paper Company, of which Mr. Moses is president and general manager. He is thus at the head of one of the large industries of this character in New England, developing the plant along pro-

gressive lines and meeting the highest standards of production demanded by the trade. A contemporary biographer wrote: "The aim of this business always has been to produce the highest quality in fine papers. The four mills of his company are models of cleanliness and efficiency, with ideal working conditions. Employees are given opportunity to buy stock in the company on a plan of easy payments, and insurance with sick and death benefits is provided for employees at half rates, the company paying half of the premium. At Woronoco the village is entirely devoted to Strathmore employees. Model homes, recreation centers and a community hall are provided. Social clubs for the employees and achievement clubs for the children are numerous."

Because of his early observations of farm life and his sympathetic understanding of the farmer's problems, Mr. Moses has devoted a vast amount of time, energy and resources in effecting closer relations between farm and city folks. His efforts have been to improve the financial position of the farmer through business efficiency and organization, endeavoring to inject into farming the same sound business principles on which his paper business has prospered. Expressions of this practical interest in agriculture are evidenced in the formation of the Hampden County Improvement League in 1912, which Mr. Moses founded and of which he served as president for fifteen years or until his resignation in 1927, since which time he has been honorary president. Mr. Moses was active in the creation of the Eastern States Exposition in 1915-16, and served as chairman of the executive committee for a number of years. The Eastern States League was organized in 1918 to extend the principle of closer relation between city and country, to promote boys' and girls' clubs in the sections which had not been served by other organized endeavor and to establish through its Home Bureau a higher standard of living and improvement of home life.

From the Eastern States League there developed the Eastern States Farmers' Exchange which is reaching thousands of eastern farmers and through cooperative methods is assisting them in the purchase of feeds, fertilizers and farm supplies to the extent of more than twelve million dollars annually. Mr. Moses has served as an active member of the executive committee continuously from the time of incorporation in 1918. He also has served continuously as a trustee of the Eastern States Agricultural Trust and as an officer of the Eastern States Agricultural Credit Corporation, both of which are organized for the purposes of financing the larger operations of the Eastern States Farmers' Exchange. More recently the Eastern States Cooperative Milling Corporation was formed and purchased a substantial feed milling plant at Buffalo, New York. The function of the Milling Corporation is to serve the Farmers' Exchange with the best quality of feeds at the lowest cost consistent with the high quality and service. In all of these undertakings, running into millions of dollars annually, there is no thought of financial gain, but simply the greatest economy possible for the benefit of the farmers whom it serves.

The Junior Achievement Bureau of the Eastern States League was inaugurated in 1919 under the joint leadership of the late Theodore N. Vail, president of the American Telephone & Telegraph Company, and Mr. Moses, both of whom were strongly in sympathy with the need for inculcating a spirit of work and thrift in the younger generations. The Junior Achievement Hall, located on the grounds of the Eastern States Exposition, is a gift from Mr. Moses. It bears this interesting and descriptive tablet: "In the belief that the habit of work and thrift formed while young is essential to good citizenship, this building is given to the Eastern States League for the work of its Junior Achievement Bureau by its president and one of the founders, Horace A. Moses, 1925."

The biographer quoted above continues Mr. Moses' life story as follows: "Through these years of successful business enterprise and development of welfare organizations, Mr. Moses has been an ardent supporter of his church. For several years past his annual contributions have been made to the support of numerous churches of various denominations, including both Protestant and Catholic. As a member and trustee of Trinity Methodist Episcopal church of Springfield, Massachusetts, he has been greatly interested in the development of a community house which opens its gymnasium, swimming pool, church school and numerous other activities and advantages to the neighborhood without questioning the creed. Recently Mr. Moses and his family gave a beautiful Gothic chapel to their church as a place of worship, to be used primarily as a children's church. The chapel ranks among the most beautiful works of its kind and is open daily for worship. It is visited by persons from every section of the United States and Europe who are interested in church architecture. As a trustee of Boston University and Wesleyan University, Mr. Moses expresses his belief in the value of higher education. He also serves as a trustee of Troy Conference Academy and Deerfield Academy. Realizing that many boys and girls do not have an uncle from whom to obtain a loan for educational purposes, he assists each year from thirty to forty young people who are seeking the advantage of an education.

"The historic interest surrounding his birthplace had been allowed to wane until but few outside of the immediate vicinity of Ticonderoga were familiar with the historic significance except as they would read books on history. In 1921 Mr. Moses commissioned Charles Keck, the sculptor, to study the history of the section and design a monument which would be a permanent and constant reminder to the natives of the section and to tourists passing through, of the historic background of that community. The result was that, after a year of intensive study and two years of designing and construction, Liberty Monument was set up at the four corners in Ticonderoga. The monument depicts the birth of liberty and commemorates the battle of Ticonderoga. It is a monumental sculptural work, symbolical of pioneer days in the history of America, and is considered the sculptor's masterpiece. This development of interest in the history of Ticonderoga, through the erection of the Liberty Monument, led to an increased interest in the section on the part of the New York

State Historical Association. Mr. Moses has since erected and given to that organization a permanent headquarters building and provided a substantial endowment fund for its maintenance. The building is a reproduction of the perfect colonial house built by Thomas Hancock in Boston in 1737, and later lived in by his famous nephew John Hancock, patriot, first president of the continental congress, and governor of the commonwealth of Massachusetts. As a further remembrance of his birthplace, Mr. Moses gave the Moses Hospital, which was later named the Moses-Ludington Hospital after he had interested Mrs. David P. Ludington in joining him in extending the building and enlarging the endowment of this great humanitarian institution. Mr. Moses lived with Mr. and Mrs. Ludington when he first came to Massachusetts, and Mrs. Ludington, a great friend of his mother, became interested in the hospital on her frequent visits to Ticonderoga. A building which is also the gift of Mr. Moses is the Essex County Junior Achievement Foundation at Westport, New York, which organization works in close cooperation with the Junior Achievement Bureau of the Eastern States League."

The International 4-H Leader Training School, financed entirely by Horace A. Moses, who organized the International 4-H Clubs for young people, is an outgrowth of "Camp Vail," which is the annual exhibition and encampment of 4-H club work in agriculture and home economics for the thirteen north and middle Atlantic states, held in conjunction with the Eastern States Exposition at West Springfield, Massachusetts, the third week of September of each year. The purposes of the International 4-H Leader Training School are: (1) to perpetuate the ideals symbolized in the "4-H" club insignia by helping train the head, heart, hands and health of the rural youth of the world through 4-H club work; (2) to provide an international meeting place where the leaders of the 4-H club movement may gather and exchange ideas and develop standards; (3) to provide training for older 4-H members who are desirous of engaging in leadership work. In 1923 Mr. Moses saw even greater possibilities in the Camp Vail program for leader training work and offered to finance the entire expense of bringing one individual from each of the thirteen north and middle Atlantic states for the week of the Eastern States Exposition, including the week before, for intensified leader training. Gratified with the results obtained in 1923, Mr. Moses renewed his offer in 1924, but to include two individuals, one boy and one girl, from each state. Further success obtained in 1924 prompted Mr. Moses in 1925 to extend his offer to Ohio, Michigan and New Brunswick, Canada, with students eligible from sixteen states and provinces. In 1926 the new states represented were North Carolina, South Carolina and Kentucky. In 1927 the additional states sending delegates were Georgia, Tennessee, Indiana, Oklahoma, Illinois, Wisconsin and Washington, and the provinces of Ontario and Quebec, Canada, making a total of twenty-four states and three provinces of Canada. Students are now received from thirty-two states and five provinces of Canada.

Naturally a recognition of Mr. Moses' business ability has caused him to be sought in connection with the management of various organizations and he is today not only the president and treasurer of the Strathmore Paper Company but also treasurer of the Rising Paper Company, president of the West Springfield Trust Company, a director of the Third National Bank & Trust Company, the Hampshire County Trust Company, Eisemann Magneto Corporation, Life Extension Institute, Eastern States Exposition, Eastern States Farmers' Exchange, Eastern States Cooperative Milling Corporation, Springfield Young Men's Christian Association, Lake Champlain Association, Massachusetts Federation of Churches and the American Sunday School Union and is a trustee of the Service League Foundation, the New York State Historical Association and the Springfield Community Welfare Association. Other connections, also, are indicated in the body of this review. His name is on the membership rolls of the Union League Club of New York, Springfield Rotary Club, Naysset Club, Colony Club, Longmeadow Country Club, Republican Club of Massachusetts, and the Springfield Lodge of Masons. It was written of him: "His deeds express a resistless energy and passion to use his resources to best advantage in the interest of his fellowmen. His activities reach in many directions and are creative in that they are promoting works which will continue to do good and prove a blessing both to present generations and to the generations yet unborn."

COLONEL BENJAMIN A. FRANKLIN

An orderly progression has advanced Colonel Benjamin A. Franklin from a clerkship to the vice presidency of the Strathmore Paper Company at Mittineague. His birth occurred in Northumberland county, Virginia, October 15, 1869, his parents being Benjamin A. and Priscilla (Cralle) Franklin. He attended the district schools of his home locality and continued his education in the McDonogh School at McDonogh, Maryland, while from 1887 until 1889 he was a student in Johns Hopkins University. Colonel Franklin sought business opportunities in Philadelphia, where he entered the employ of the Midvale Steel Company in 1889 as a clerk, there remaining until 1902, at which time he was superintendent of a department. In the latter year he organized the firm of Miller, Franklin & Company, now Miller, Franklin & Bassett, efficiency engineers of New York city, of which he served as treasurer. It was in 1909 that he became identified with the Strathmore Paper Company, of which he has been vice president since 1911, being thus closely associated with the paper manufacturing interests of New England. His cooperation has also been sought in other fields and he is now identified with the Rising Paper Corporation, the Old Colony Envelope Company, the West Springfield Trust Company and the Springfield Mortgage Company.

Colonel Franklin saw military service during the World war. He

entered the army in October, 1917, with the rank of major in the ordnance department, and was promoted to the rank of lieutenant colonel, serving as chief of the Bridgeport Ordnance District. He has since been advanced to a full colonelcy and was awarded the Distinguished Service Medal in 1919.

On the 25th of April, 1896, at Washington, D. C., Colonel Franklin was married to Miss Jeannette Haslett, of England, and they have two children, Benjamin Allan and Paul Lawrence. The family home is at 36 Bellevue avenue in Springfield, Massachusetts.

Colonel Franklin gives his political support to the republican party, while his religious faith is indicated by his membership in the Episcopal church, of which he is serving as vestryman and treasurer. The breadth of his interests is further manifest in his membership connection with the Springfield Board of Trade, the American Society of Mechanical Engineers, the Society of Industrial Engineers, the American Management Association, Taylor Society International Management Institute, the National Association of Cost Accountants, the Associated Industries of Massachusetts, of which he is vice president, the American Society of Social & Political Economy and the Young Men's Christian Association, and he is president of the Springfield organization of the last named and national counselor for the Y. Appreciative of the social amenities of life, he belongs to the Nayasset Club, the Army and Navy Club and the University Club. Colonel Franklin has also become widely known as a writer, being the author of the following: "Cost Reports for Executives," 1913; "Experiences in Efficiency," 1915; "The Industrial Executive," 1925.

GEORGE E. WILLIAMSON

George E. Williamson, treasurer and a director of the Strathmore Paper Company of Springfield, was born in Worcester, Massachusetts, September 11, 1878, a son of Frank Emery and Ida May (Moore) Williamson. He obtained his early education in the local and high schools and then attended the Worcester Polytechnic Institute, from which he was graduated in 1900, after which he devoted a year to postgraduate work. The same year he entered the employ of the American Writing Paper Company, with which he was associated until January, 1902, when he became connected with the Union Metallic Cartridge Company of Bridgeport, Connecticut, in the capacity of chemist. He was advanced to the position of engineer of works and there remained until November 11, 1911, when he came to Springfield as chief engineer for the Strathmore Paper Company of Mittineague and Woronoco, acting in that capacity until 1919. He was then made executive engineer, having charge of all engineering, construction and maintenance work, mill and other property, power, development and personnel work. Having proven his ca-

pability in the discharge of the important duties that thus devolved upon him, he was in 1925 elected a director of the company and in 1926 was made assistant to the president. In 1928 he was also elected treasurer of the company.

He has very high standing in professional circles and holds membership in the American Society of Mechanical Engineers and is a past chairman of its western Massachusetts section. He is also a member of the Technical Association of the Pulp and Paper Industry of the United States, of which he is a past president, and of the Engineering Society of Western Massachusetts, of which he is likewise a past president. Mr. Williamson is a director and assistant treasurer of the Rising Paper Company of Housatonic, Massachusetts; director and treasurer of Pre-moid Products, Inc., of West Springfield, Massachusetts; and a director of the Hampshire County Trust Company of Northampton, Massachusetts.

Mr. Williamson has always been keenly interested in local progress and welfare and has membership in the Springfield Safety Council, which he served as its first president. Moreover, he is a director of the Springfield Chamber of Commerce, the Springfield Young Men's Christian Association and the Springfield Boys Club. He is president of the Hampden County Improvement League, a trustee and assistant treasurer of the Eastern States Exposition, a director of Junior Achievement, Inc., a member of the board of control of the Springfield Junior Achievement Foundation, and a former member of Hampden Council, Boy Scouts of America. He is a trustee of the Worcester Polytechnic Institute and past president of its General Alumni Association.

His religious affiliation is with Faith Congregational church of Springfield. His social connections are with the Nayasset Club of Springfield and The Chemists Club of New York and he is a member of the Springfield Kiwanis Club. He belongs to Sigma Alpha Epsilon, national college fraternity, and is a thirty-second degree Mason, with membership in Springfield Lodge, A. F. & A. M., and the Scottish Rite bodies.

On the 9th of June, 1903, Mr. Williamson was married to Miss Alice May Lytle, a daughter of William A. and Alice E. (Jackson) Lytle, of Worcester, Massachusetts. They have two daughters: Elizabeth, born November 11, 1906; and Harriet Ida, who was born December 4, 1910, and is now Mrs. Charles Clement Easton.

WILHELM O. JOHNSON

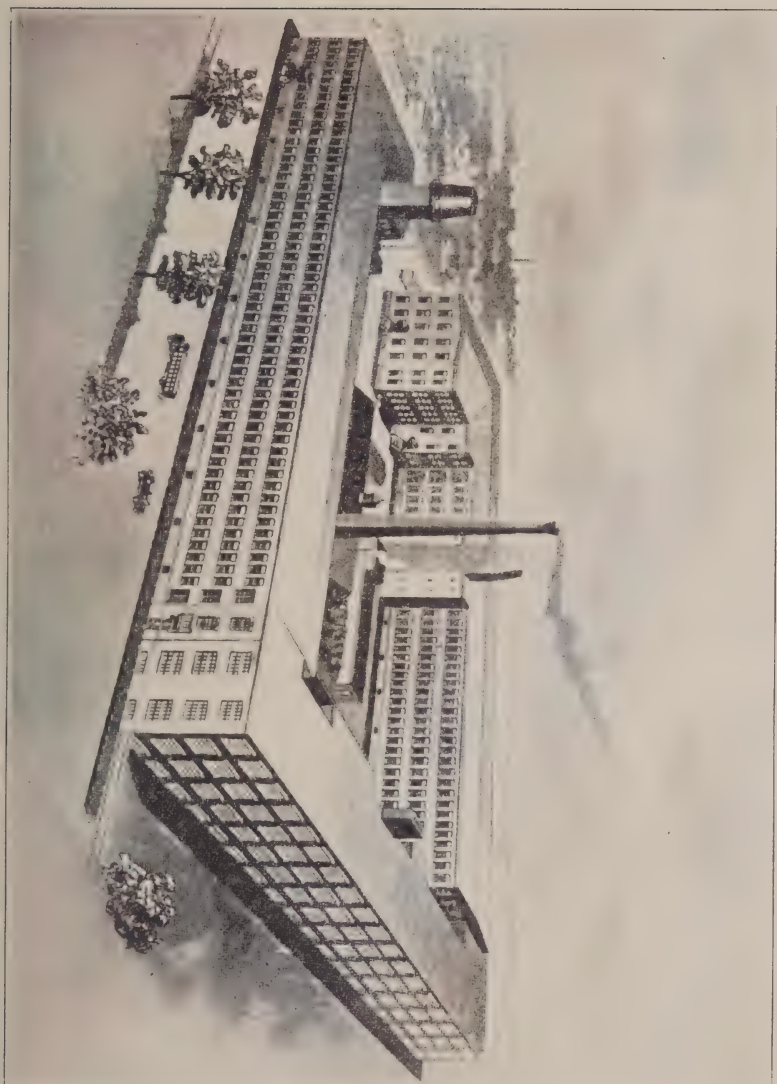
Wilhelm O. Johnson, mill manager of the Strathmore Paper Company at Woronoco, Hampden county, has been identified with this business since October 5, 1899, and from a humble position has worked his way upward to the place of responsibility which he now fills. He was born in Woronoco, March 25, 1882, a son of Nelson and Helena Johnson, but

in his boyhood the family home was established at Mittineague, Massachusetts. He attended the public schools of West Springfield and also entered special classes for instruction in drafting, machine design, and kindred lines of work at the Springfield Young Men's Christian Association, thus pursuing his studies for three years. He was a youth of seventeen when on the 5th of October, 1899, he began work at the plant of the Strathmore Paper Company. He started at the lowest round of the ladder but step by step he has climbed until now he is mill manager of the two mills of the company at Woronoco and is a director of the corporation. Practical experience has made him familiar with every phase of the business and its development and his comprehensive and accurate knowledge well enables him to direct the army of employes who work under him. Having given proof of his business capability, his cooperation has been sought in other fields and today he represents the directorate not only of the Strathmore Paper Company but also of the Rising Paper Company, the First National Bank of Westfield and Associated Investors, Inc., of Springfield, Massachusetts, being likewise president of the last named.

On the 5th of June, 1918, Mr. Johnson was married to Ida Bogg. He is a well known Kiwanian, having become a charter member of the Westfield Kiwanis Club, in which he has served as director, district trustee, vice president and president and lieutenant governor of Division 2 of the New England Kiwanis District. He is also serving on the executive committee of the Westfield Chamber of Commerce and has been made a member of the executive committee of the Technical Association of the Pulp and Paper Association of the United States and Canada. During the World war period he served as chairman of all of the Liberty Loan and Red Cross committees in the town of Russell. His political support is given to the republican party and he was formerly chairman of the republican town committee of Russell township. He is now postmaster and town moderator and a member of the finance committee, while formerly he was for ten years a member of the town planning board. He takes the keenest interest in community welfare and progress and his support is earnestly and generously given to any movement that promises to promote the general welfare.

D. E. MAKEPEACE COMPANY

The D. E. Makepeace Company of Attleboro is engaged in the manufacture of all kinds of materials used by jewelers. The business was founded in 1885 by D. E. Makepeace under his own name and entered upon an era of continuous growth, so that later he admitted A. A. French, F. E. Bodman and H. B. Mead to an interest in the concern, which was incorporated as the D. E. Makepeace Company. Starting without capital, the founder manufactured all of his own products, then went out and sold



D. E. MAKEPEACE COMPANY

the output and returned to make more. The trade, however, grew rapidly as the result of his judicious management and careful attention to detail. In 1900 he began the construction of his present plant, to which he has added from time to time until the enterprise now occupies three large buildings, known as No. 1, No. 2 and No. 3, and all are three stories in height. The plant covers two hundred and sixty feet on Pine street, two hundred feet on Gardner street, two hundred feet on the line and two hundred feet on Dunham street. This is the largest institution in the United States devoted to the manufacture of jewelers' materials, including gold, silver, wire, brass and other kinds of materials required by those engaged in the jewelry industry. The company sells entirely to manufacturers and ships its products to all parts of the world. Such has been the steady growth and expansion of the business that employment is now furnished to one hundred and twenty-five or more people. The company is capitalized for one hundred thousand dollars and has the following officers: D. E. Makepeace, president; A. A. French, treasurer; and W. E. Sweeney, secretary.

D. E. MAKEPEACE

The business career of D. E. Makepeace has been one of notable achievement, for from a small beginning he has developed an enterprise of world-wide importance under the name of the D. E. Makepeace Company of Attleboro, manufacturers of jewelers' materials. He was born in Norton, Massachusetts, June 9, 1848, a son of David W. and Abigail (White) Makepeace, the former a native of Norton and the latter of Mansfield, this state.

Reared on his father's farm, D. E. Makepeace attended the public schools of Norton and a private school of Mansfield. He early became familiar with the work of tilling the soil but tired of the farm, and, believing that there was something better in life for him, he left home at the age of twenty years. At first he entered the meat business in Holliston, Massachusetts, and later was engaged in the same line at Malden, this state. In 1868 he came to Attleboro, where he learned the jewelry trade in the employ of Bates & Bacon and other concerns of a similar character. Eventually he became a foreman for Horton, Angell & Company and continued to fill that responsible position for eleven years. He was next made superintendent of the Babbitt & Cameron factory at Providence, Rhode Island, and later was with Howard & Son of that city for two years. On the expiration of that period he engaged in the plating business in Providence for two years or more and then sold out, returning to Attleboro. Here he has since carried on the business, building up the most successful enterprise of the kind in the world. Hard work, close application and tireless energy have characterized his entire life and although in his eighty-first year he appears much younger, for he is hale,

hearty and exceptionally well preserved. Mr. Makepeace has always enjoyed outdoor sports, which have contributed toward his physical fitness. Not only is he the founder, promoter and head of the D. E. Makepeace Company but is also the first vice president of the First National Bank of Attleboro and vice president and director of the Mossberg Steel Company.

Mr. Makepeace was married to Miss Alvira B. Johnson, of Attleboro, and they have two daughters: Edna M., now Mrs. A. A. French; and Lula B., the wife of Joseph Kershaw. In the family there are also two grandchildren, Lawrence Makepeace Swift and Edgar A. French, and two great-grandsons, David Makepeace Swift and Lawrence Kent Swift.

Mr. Makepeace is a past master of Ezekiel Lodge, F. & A. M.; a member of King Hiram Chapter, R. A. M., of which he was treasurer for more than twenty-five years; Attleboro Council, R. & S. M.; Bristol Commandery, K. T.; Boston Consistory, A. & A. S. R., in which he has taken the thirty-second degree; and Aleppo Temple of the Mystic Shrine. He is one of the few men who possess a badge indicating fifty or more years of connection with the Masonic fraternity and is also identified with the Independent Order of Odd Fellows and the Benevolent Protective Order of Elks. Mr. Makepeace is an associate member of the Grand Army of the Republic, having enlisted in the Union army at the age of seventeen years, but he did not see active service, as the war closed before he went to the front. He belongs to the G. A. R. Dining Club, the Pomham Club of Providence and the West Side Club of Attleboro. His has been a busy and useful life, bringing him to an honored old age, as some reckon it, but the idea of age is never associated with Mr. Makepeace, who is young in spirit and interests and still an active factor in the world's work.

ALDRO AMOS FRENCH

Aldro Amos French, vice president, treasurer and general manager of the D. E. Makepeace Company, engaged in the manufacture of jewelers' materials at Attleboro, was born in Norway, Maine, July 1, 1874, and is a son of Amos and Lovina (Dunn) French, also natives of the Pine Tree state, where the father engaged in farming. The family originally came from England and first settled in Massachusetts but later went to Maine.

A. A. French supplemented his public school education by a course in Bowdoin College of his native state, graduating in 1897 with the Bachelor of Arts degree, and was head marshal of his class at that time. For two years he was a teacher in the Attleboro high school and in 1899 became associated with the D. E. Makepeace Company as a free lance, learning all parts of the business. He worked for a time in the gold alloying room, next becoming superintendent and later general manager of the entire plant. Upon the incorporation of the company he was elected vice president and in 1919 was also made treasurer and general manager.



ALDRO A. FRENCH

He has been identified with the business for thirty years and has been in control of the factory as general manager since 1902. He is thoroughly familiar with every minute detail of the work as well as its chief factors and is thus able to direct the labors of those in the employ of the company. His efforts have been an important element in the success of this business, which has been an outstanding one in connection with the manufacture of jewelers' materials. Mr. French is also a director of the First National Bank of Attleboro, a director of the Attleboro Savings & Loan Association and a trustee of the Attleboro Savings Bank.

On the 7th of November, 1900, Mr. French was married to Miss Edna M. Makepeace, a daughter of D. E. Makepeace, founder of the business, and they have one son, Edgar A. He was born May 18, 1905, and was graduated from the law school of Boston University with the class of 1929. He has been admitted to the Maine bar and Massachusetts bar.

Mr. French is a thirty-second degree Mason and a member of Boston Consistory of the Scottish Rite. He is a charter member of Elks Lodge, No. 1014, of Attleboro, and he finds recreation in fishing and football. In matters of citizenship his attitude is a thoroughly progressive one, and for two terms he was a member of the city council of Attleboro and was chairman of the city finance committee. During 1926-27 he was president of the Attleboro Chamber of Commerce and for two years was president of the Community Chest. For six years he served on the school board, becoming secretary of its building committee, and has taken a prominent part in municipal affairs, doing all in his power to promote those projects which are a matter of civic virtue and of civic pride. He is affiliated with the Unitarian church and for several years was president of the Channing Conference. He was one of the few who contributed to the outfitting of the Donald B. McMillan ship for its voyage to the Arctic regions about 1920 and was one of the promoters of the expedition, taking a great interest in the discoveries of that explorer in the far north.

THE FIRST NATIONAL BANK OF BOSTON AND OLD COLONY TRUST COMPANY

The merger of The First National Bank of Boston and Old Colony Trust Company, December 16, 1929, produced the largest bank in New England, and one which ranks among the largest in the United States, with notable and far-reaching business connections. Banking methods and procedure have undergone a marked change in recent years, leading to the consolidation of many old and strong banks, whereby an increased capital permits a greater development and wider scope in their activities.

There have been few more conspicuous and significant developments in the commercial and financial history of New England than the growth of The First National Bank of Boston. Its lineage is long and honorable and its story has a permanent and prominent place in the banking history of the country. As its name indicates, The First National Bank of Boston

was the first bank of the city organized under United States laws, its predecessor, the Safety Fund Bank, having taken advantage of the national bank act in 1864. By merger in 1903, this institution is also the successor of the old Massachusetts Bank, the first banking institution of Boston, the oldest in New England and the third oldest in the United States. Its history prior to 1903, therefore, goes back along two distinct lines.

"The President, Directors & Company of the Massachusetts Bank" obtained a charter in 1784, John Hancock being one of the original five petitioners for this charter. The first president of the bank was James Bowdoin, who was the second governor of the commonwealth of Massachusetts. Its first report, filed with the bank commissioner in January, 1827, showed a capital of \$800,000, a surplus of \$18,500, and deposits of \$190,000.

The business was conducted in what was known as the Manufactory House, opposite the Granary burying ground. The building was designed especially for linen manufacture but was occupied by the bank until 1806, when it was torn down, and the Massachusetts Bank was thereafter located at 66 State street for more than sixty years. It was conducted as a state bank until after the passage of the national bank act, when it entered the national system as the Massachusetts National Bank. Following the great fire it was located on the Post Office square from 1872 until 1892, when increased business necessitated another removal to more spacious quarters at 53 State street, where the business was carried on until its merger with The First National Bank of Boston in 1903.

During the stormy days of 1898 and 1899 the Massachusetts National Bank passed through "the most trying and depressing period of its history." In January, 1900, John W. Weeks, late secretary of war of the United States, came to its rescue. He accepted the presidency temporarily until such time as the bank's affairs could be put in satisfactory condition and a suitable man found to relieve him of the position. With splendid courage and at the risk of a large part of his personal fortune, he was successful in bringing back the deposits, then less than a million dollars, to over six millions in 1902.

In 1900 Daniel G. Wing became vice president of the Massachusetts National at the solicitation of Mr. Weeks, and the following year was made president, Mr. Weeks retiring from active management and becoming vice president. This management and the policies inaugurated by the directors at that time have continued unchanged through the various consolidations up to the present.

The other historical starting point of The First National Bank of Boston was the organization in 1859 of the Safety Fund Bank of Boston, which flourished as a state bank until 1864, and then, profiting by the new national bank act, changed its name to The First National Bank of Boston. It was located at 41 State street and began its career as a national bank with a capital of \$1,000,000 and deposits of \$2,000,000. In 1870 the bank moved to a new building which it had erected at a cost of about

\$300,000 at 17 State street, where it remained until 1902. Under the efficient management of President Abraham P. Lowe—as shown by the advance in the price of the stock from \$125 to \$196 a share, with dividends of 12 per cent, payable semi-annually—it successfully weathered the panic of 1873. In January, 1881, Mr. Lowe was succeeded by Samuel D. Warren, who in August of that year was succeeded by John Carr, while Charles H. Draper, who, like Mr. Carr, had been connected with the bank from its organization as a state bank, was made cashier. In April, 1902, the building at 17 State street was sold and on the 1st of June removal was made to the first floor of the Equitable building on Milk street, where it continued under the same management until June 27, 1903.

Then came the consolidation which brought together these two branches of historical lineage. The First National was absorbed by the Massachusetts National, retaining the name of The First National Bank of Boston, the business and assets of which were removed to the rooms of the Massachusetts National Bank at 53 State street. This merger may rightly be considered the beginning under the present management of The First National Bank of Boston, the largest bank in New England and the sixth among the national banks of the United States. Daniel G. Wing was president from the consolidation until 1926, when he became chairman of the board, and Clifton H. Dwinnell succeeded to the presidency.

On April 27, 1904, a further merger was made with the National Bank of Redemption, which through various consolidations already comprised the Everett National Bank of Boston, the Blackstone National Bank and the Shoe and Leather National Bank. On May 2, 1904, the bank moved to the more commodious banking room of the Redemption at 202 Devonshire street. In 1905 an addition was made by the purchase of an adjoining store, but the growing business soon demanded increased quarters, and in October of that year it was decided to erect a one-story granite building for the exclusive use of the bank at the corner of Franklin and Federal streets. The bank opened for business in the new building March 30, 1908, with a capital of \$2,000,000, surplus of \$2,900,000, and deposits of \$40,000,000. The first year in the new building was one of phenomenal growth, the deposits increasing nearly \$20,000,000.

No further consolidation was made until 1923, but the bank continued to grow and in November, 1912, began occupying four floors of the additional space gained by the erection during 1911 and 1912 of its ten-story office building adjoining the original bank building at 60 Federal street. Here it remained until 1924, when removal was made to its present edifice at 67 Milk street.

In 1917 the bank established a branch at Buenos Aires, Argentina, which has become the most important branch of a United States bank in South America. This was followed by the establishment of a branch at Havana, Cuba, in 1923 and since then representatives have been established in London, Paris and Berlin.

In July, 1923, the International Trust Company of Boston was absorbed by The First National Bank of Boston, together with its seven local branches, still operating as branches of The First National, while four additional branches have since been opened in Boston.

The First National Corporation was established in 1918 for the purpose of doing an acceptance business, building up a discount market, and general trading in securities. Prior to the merger with Old Colony Corporation it was an affiliate of the bank, which owned its entire capital stock. This organization had branches in many important financial centers of the country.

In September, 1924, the bank completed the erection of its present new building at 67 Milk street, which is unquestionably one of the finest banking edifices in the United States, with every modern facility for the conducting of its ever increasing banking services.

At almost the same time the Buenos Aires branch of the bank opened its new building at Florida 99, Buenos Aires—a magnificent piece of Spanish architecture—which is recognized as the finest commercial edifice on the South American continent.

Following the untimely death of Mr. Dwinnell in March, 1928, Bernard W. Trafford, senior vice president, was made president and a member of the board of directors.

The First National Bank of Boston has the largest commercial deposits of any bank in New England; one of the leading foreign departments in the United States, having active relations with 21,000 correspondent banks; a rapidly growing savings department; and it renders many other important services to its customers.

The bank has played an important part in aiding in the establishment and expansion of the American acceptance market, and today it stands first in New England and sixth among accepting houses in this country in the volume of its own acceptances outstanding.

In keeping with the tendency of the age to strive for the greater efficiency and broader scope in business which are attained through consolidation, The First National Bank of Boston consolidated with the Old Colony Trust Company. The latter was established in 1890 with initial deposits of \$219,000. It has expanded to its present size through its own growth and through absorption in 1910 of the City Trust Company (which had previously absorbed four banks and trust companies), the absorption in 1914 of the Bay State Trust Company, and in 1925 of the Pilgrim Trust Company. The Old Colony Trust Company was the first trust company member of the Boston Clearing House and was at the time of the merger New England's largest trust company. It had been preeminent in the handling of trust business, both individual and corporate, serving in a wide range of fiduciary capacities, including trustee, guardian, administrator under wills or living trusts and as trustee under corporate mortgages and debentures, registrar and transfer agent of corporate securities.

The Old Colony Corporation, the investment subsidiary of Old Colony Trust Company, was formed in 1926 to carry on the general invest-

ment and underwriting business developed by the bond department of the Old Colony Trust Company. The Old Colony Trust Associates was formed in May, 1928, and since that time has acquired a substantial interest in eighteen growing banks and trust companies strategically located in suburban Boston and other parts of Massachusetts.

With the merger of The First National Bank of Boston and the Old Colony Trust Company there came into existence a bank of outstanding size in New England, with a range of contacts and scope of activities adequate to take care of the requirements of the New England public. The board of directors is a combination of the directorate of both institutions and is composed of leading manufacturers, business men and financiers. The merger permitted Old Colony Trust Company to turn its principal attention to fiduciary and corporate agency fields. Strengthened by the addition of the trust department of The First National Bank of Boston, it was more than ever the largest and best equipped corporate fiduciary in New England. The progressive policy which has constituted the foundation of the success of these institutions is being maintained. The First National Corporation and Old Colony Corporation united to form the First National Old Colony Corporation, an organization which ranks with leading investment institutions in the country. Capital stock of the First National Old Colony Corporation is beneficially owned by stockholders of the First National Bank of Boston. Headquarters are at 67 Milk street. Its services are available through the bank's eighteen Boston branches, its twenty-two correspondent investment departments in metropolitan and suburban banks outside of Boston, and through its own offices in fifteen American cities.

As of December 31, 1929, the combined capital assets of the First National Bank of Boston and its affiliates, Old Colony Trust Company and The First National Old Colony Corporation were over \$115,000,000; combined deposits \$539,384,000; combined trusts over \$309,000,000.

New England has thus acquired one of the largest and strongest banking institutions of the country, capable of rendering every kind of banking investment and trust service.

GAETANO LA MARCA

For seventeen years Gaetano La Marca has been actively engaged in business in Boston as president of the Prince Macaroni Manufacturing Company. He is a native of Villa Rosa, Italy, and a son of Calogero and Josephine La Marca, who were also natives of Villa Rosa. He obtained an elementary and high school education in his native city and afterward became connected with the bakery and macaroni manufacturing business there, but believing that he might have still better commercial opportunities in the new world, he came to America in 1901 and established a bakery in Boston, successfully continuing its conduct until 1917. In the

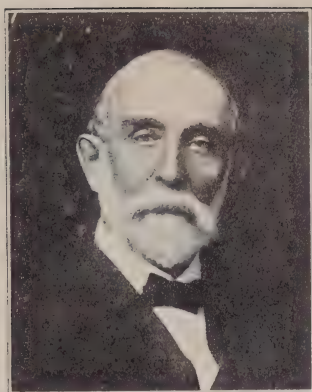
meantime he had promoted another enterprise which is now an important one in the commercial circles of the city. It was in 1912 that he organized the Prince Macaroni Manufacturing Company, of which he became president, and since that time he has continuously engaged in manufacturing macaroni, which because of its high grade and excellent quality finds a ready sale on the market, so that the trade is constantly increasing and the business is now one of substantial proportions. He is widely known to the trade and is a director of the National Macaroni Manufacturers Association. He is also vice-president of the Italian Chamber of Commerce of Boston.

In Boston, on the 24th of April, 1904, Mr. La Marca was married to Miss Francisca Seminarra and they have become parents of six children. The family attend St. Ann's Catholic church and Mr. La Marca also has membership in the Boston City Club and the Benevolent and Protective Order of Elks. He deserves much credit for what he has accomplished. Starting out in life without capital but imbued with a laudable ambition, he has steadily worked his way upward and his persistent purpose and intelligently directed effort have brought to him a substantial measure of success.

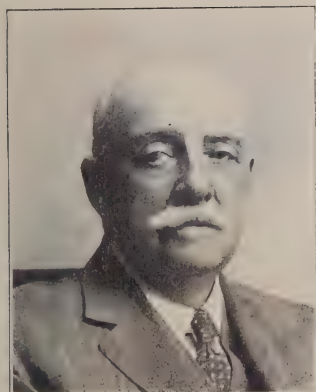
E. B. BADGER & SONS COMPANY

E. B. Badger & Sons Company, one of the oldest metal manufacturing concerns in Massachusetts, was founded in 1841 under the name of Rice & Jenkins. Their place of business was located at the junction of Merri-mac, Traverse and Portland streets. This building burned in 1852 and the site, 63 Pitts street, was purchased at that time and has been the home of the Badger organization ever since.

In 1854 the name of the firm was changed to Rice, Hicks & Badger, at which time Erastus B. Badger, who had previously been in the employ of Rice & Jenkins, took charge of the direction of the business. In 1855 Mr. Rice retired and the company's name became Hicks & Badger. In 1879 Daniel B. Badger, the present president of E. B. Badger & Sons Company, became a member of the partnership and it was changed to E. B. Badger & Son. In 1892 another son of Erastus B. Badger became associated with the business and the name of the partnership was changed to E. B. Badger & Sons. In 1900 the business was incorporated and the name was changed to E. B. Badger & Sons Company, under which name it is now operated. The third generation of the Badger family, Erastus B. Badger (II) entered the business in 1908. Erastus B. Badger, Sr., retired in 1912. Arthur C. Badger left to associate himself with other interests in 1922. At the present time there are associated with Daniel B. Badger, president, Erastus B. Badger, treasurer, Charles L. Campbell, vice president, George P. Lunt, Harry C. Merriam, W. A. Peters, Jr., and



ERASTUS B. BADGER



DANIEL B. BADGER



ERASTUS B. BADGER



PLANT OF E. B. BADGER & SONS COMPANY
1870

Walter T. Hall, all prominent chemical engineers, and stockholders in the company.

The early history of E. B. Badger & Sons Company is the history of the early founders of the business, full of interesting anecdotes contemporary with the growth of Boston. The principal work of the company in its early days was the building of copper pumps and the installation of the necessary drain pipes, etc., in connection with the well water supply of the city of Boston. Then came the requirement for alcohol, necessitating distillation equipment, which the company seemed best fitted of all in this section of the country to furnish, and they built practically all the spirit distilleries, turpentine distilleries and rum distilleries which were built in the early days.

In 1850 water was introduced into Boston from Framingham through brick and cement pipe or tunnel, and this necessitated lead service pipes for each house, and copper hot water tanks, with the necessary plumbing. For several years a large part of the business of the company was in the furnishing of this type of equipment and installing the same.

As a forerunner of the complete chemical plants in all parts of the United States, as well as in many foreign countries, built by the present organization of E. B. Badger & Sons Company, was a contract taken in 1852 by the then Rice & Jenkins and handled by Erastus B. Badger, Sr., for a distillery in New York city, from James Barnard of Boston. To quote from an old diary of Mr. Badger's: "We put the copper work on board a New York packet, a schooner which ran regularly, and I took two men and went on there to set it up in the middle of the summer of 1852. All our freight was transported by schooner and I was much troubled by delays, as the vessels were never on time. The captain's excuse was always 'head wind,' but they really stopped in going around the Cape to see their families."

Much of the work which the company did in the old days during the growth of Boston was paid for in groceries and provisions. In one place in the diary above referred to it says: "I took a large hogshead of hams, ten barrels of flour, one order for groceries and one order for dry goods. I had the hams and flour sent to the shop and inside of a week we had peddled them all out. Our wives had to take their dry goods and others things in that way."

From this early beginning the business of E. B. Badger & Sons Company, first under the direction of Erastus B. Badger, Sr., then under Daniel B. Badger, the present president, then under Erastus B. Badger and his associates above mentioned, has grown until today they are known as the foremost engineers and builders of chemical equipment and petroleum distilling and refining equipment in the United States, as well as manufacturers of special copper and silver equipment, and expansion joints for central heating and general steam distribution service. A cross section of their clientele covers nearly all the representative companies engaged in the chemical and oil refining industry, among whom are the following: Ford Motor Company, Portland Gas & Coke Company, United

States Industrial Alcohol Company, Commercial Solvents Corporation, E. I. DuPont de Nemours & Company, Tubize Artificial Silk Company, The Texas Company, Gulf Refining Company, Cities Service Refineries, Inc., Anglo-Persian Oil Company, Shell Petroleum Corporation, Humble Oil & Refining Company and Vacuum Oil Company.

The company maintains its principal office in Boston, with branch offices in New York, Houston, Ann Arbor, Los Angeles and Tulsa, with representatives in most of the large cities.

All Bostonians are familiar with the grasshopper on Faneuil Hall. This grasshopper was made in 1742 by Shem Drown. It fell in 1755 and was replaced, and to quote from a paper found inside it at that time—"Shem Drown Made Itt, May 25, 1742

To my Brethern and Fellow Grasshoppers:

Fell in ye year 1755 November 15th day from ye Market by the great Earthquake. Repaired by my old Master. Again like to have met with my utter ruin by fire, but hopping timely from my Publick Scituation, came off with broken bones and much bruised, and again fixed by my old Master's Son, Thomas Drown, June 26, 1763."

On the evening of Evacuation Day, 1899, the "bird," as it was called, was knocked from its perch by the carelessness of the men taking in the flag, and fell to the street, losing its eyes, horns and two feet. It was repaired by E. B. Badger & Son, and after holding a reception in the Historic Hall, was placed back on its perch. At this time E. B. Badger & Son adopted the grasshopper on Faneuil Hall as its trademark.

The following quotation is from the Chemical Engineering Catalog of 1929: "The word 'service' is so overworked that we hesitate to use it except that it is the only term that will adequately describe what we have to offer to chemical engineers. From small beginnings many years ago we have built up an organization capable of solving the most difficult problems in chemical process engineering. Owing to the variety of these problems, and the unique character of many of them, the members of our technical staff have accumulated a wealth of experience which we have no hesitation in terming unrivalled. Furthermore, we have demonstrated our ability, not merely to furnish theoretical solutions of technical problems, but—which is vastly more important—to embody these solutions in practical operating equipment of unquestionable and reliable efficiency, and in every way satisfactory to the hundreds of owners throughout the United States, Canada and foreign countries. While we are manufacturers of individual items of equipment, we have been brought to realize by the demands made on us that our chief possibility of usefulness is along broader and more comprehensive lines. The greatest usefulness of Badger Service to the chemical process industries is in the equipping of complete plants, with properly coordinated units, particularly such plants as may involve entirely new problems in design and construction. Many years ago, E. B. Badger & Sons Company realized that the development of chemical industries in America would be dependent quite as much on the use of proper machinery as on the em-

ployment of the proper reactions, and that there would be a field of usefulness for concerns capable of combining expert knowledge of the use of materials and of mechanical construction with the fundamental principles of chemical engineering as based on scientific physical chemistry. It is along the above lines that we have worked steadfastly to develop what we now call Badger Service, and our original idea as to our sphere of usefulness has been justified many times over during the great expansion of American chemical industry that has taken place during recent years."

DANIEL BRADFORD BADGER

Daniel Bradford Badger occupies a position of distinction in industrial circles as president of the E. B. Badger & Sons Company of Boston, which is one of the oldest metal manufacturing concerns in Massachusetts, having had a continuous existence of nearly ninety years. The period of his identification with the enterprise now covers sixty-three years, for he has been connected therewith from the age of sixteen.

A native son of Boston, he was born August 25, 1850, his parents being Erastus B. and Fannie (Campbell) Badger. He acquired a grammar school education here and in 1866 became an apprentice in the plant of which he is now the head, the business then being conducted under the style of Hicks & Badger. His father had taken charge in 1854 and a quarter of a century later, in 1879, Daniel B. Badger became a member of the partnership, the name of which was changed to E. B. Badger & Son. In 1892 another son of Erastus B. Badger became associated with the business, which was thereafter conducted as E. B. Badger & Sons until 1900, when it was incorporated as the E. B. Badger & Sons Company. Daniel B. Badger is now president of the corporation and directs its extensive operations in the manufacture of copper boilers, expansion joints and apparatus for the distillation of alcohol and oil. He is also a director of the Winchester Savings Bank and has long enjoyed high standing among the representatives of financial and manufacturing interests in the Bay state.

In Boston, in 1875, Mr. Badger was married to Miss Lizzie Pearson and they are the parents of three sons: Erastus B., Walter I. P. and Paul B. In Masonry Mr. Badger has attained the thirty-second degree of the Scottish Rite and has crossed the sands of the desert with the Nobles of the Mystic Shrine. A practical philanthropist, he is now president of the Aged Couples Home of Roxbury and he is past president of the Mechanics Charitable Association and the Masters Building Association. He also has membership connection with the Ancient and Honorable Artillery Company and with the organization known as the Old School Boys of Boston. Though he has now passed the seventy-ninth milestone on life's journey, Mr. Badger is still an active factor in the world's work

and his record is one of which he may well be proud. He has proven his strength and capacity in the business world, his fidelity and progressiveness in connection with public interests and at all times he has commanded and enjoyed the respect of his friends, who are legion.

ERASTUS BEETHOVEN BADGER

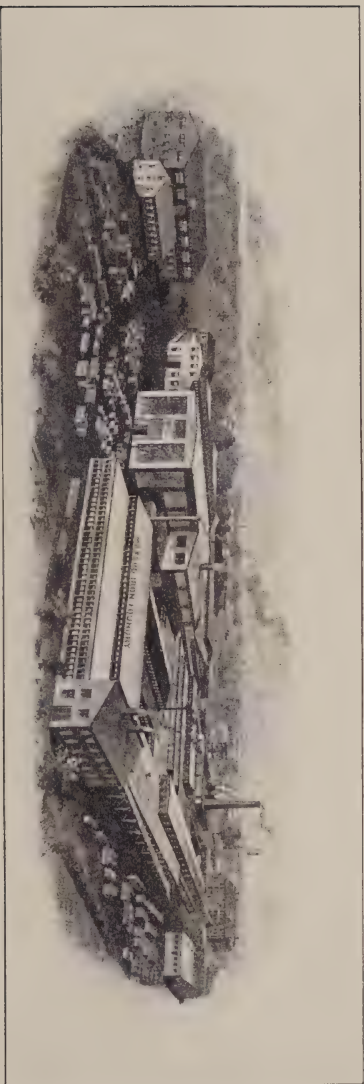
Since 1908 Erastus Beethoven Badger has engaged in the engineering and manufacturing, business being conducted under the name of the E. B. Badger & Sons Company, of which he is treasurer and general manager. He was born in Boston, May 26, 1886, a son of Daniel Bradford and Lizzie F. (Pearson) Badger. He was graduated from the Winchester grammar school and the Winchester high school, after which he pursued his college course at Dartmouth, winning the Bachelor of Arts degree at his graduation with the class of 1908. In the same year he began working at the bench in connection with the manufacture of copper boilers, expansion joints and apparatus for the distillation of alcohol and oil. He thoroughly qualified through practical experience and the development of his powers led to his promotion to the position of foreman of one of the departments. Gradually he advanced, becoming assistant to the general manager and afterward treasurer and general manager. For six years he has served in this dual official capacity and the success of the business within that period is attributable in no small degree to his efforts and ability. He is today of the third generation of Badgers carrying on the business and has always fully sustained the high reputation borne by the family for enterprise, integrity and ability in business transactions.

On the 10th of July, 1920, in New York, Mr. Badger was united in marriage to Alice Drungould MacShane and they are the parents of a daughter, Sally, now four years of age. Fraternally Mr. Badger is a Mason, with membership in the lodge at Winchester, Massachusetts. He is also well known in club circles, having membership in the Winchester Country Club, the Union Boat Club, the Dartmouth Club of New York, the Dartmouth Club of Boston, the Chemists Club of New York and the Rotary Club. He likewise belongs to the Massachusetts Charitable Mechanics Association and is interested in those activities which ameliorate the hard conditions of life for the unfortunate.

MILFORD IRON FOUNDRY

In 1886, C. N. Welch and E. E. Geff formed a partnership to operate a gray iron foundry, in Franklin, employing ten or a dozen men. Most of the early product was manufactured for a local machinery manufacturing company, from which the buildings were hired.

Progress at the end of six years was such that, requiring larger quarters, the business was moved to Milford, into a new and larger plant where it is now located.



MILFORD IRON FOUNDRY

In 1893, Mr. Welch bought the Goff interest and continued for some years as sole owner, and later as president holding the controlling interest until his death, in 1915.

In 1895 the name of the concern was changed to the Milford Iron Foundry, and three years later the business had grown to a point where an addition to the plant was required.

In 1903 the company was incorporated under the laws of Massachusetts, and H. L. Welch, son of C. N. Welch, and E. C. Bailey, at that time foreman and a man of wide and practical foundry experience, became officers of the concern.

The business continued with steady and consistent growth adding to its line and increasing its customers, and following the death of C. N. Welch, operations were continued by E. C. Bailey as president and H. L. Welch as treasurer, the family interests remaining as before. This personnel remains the same today with the addition of young men who have grown up with the business and the directorship now comprises the above officials and W. R. Bailey, son of E. C. Bailey, G. A. Sweet, the superintendent and R. L. Roy.

From only a few tons of product per week, in 1886, the concern has grown to its present capacity of forty tons per day and rates as one of the largest jobbing foundries in New England. It has a capitalization of \$233,000.

The company has specialized in fine high-grade castings for machinery builders, and is equipped to render grade and service from the smallest to an eighteen-ton casing. It employs three hundred men.

In 1929, material additions to plant and equipment were made, making the concern one of the most modern and up-to-date foundry units in New England. H. L. Welch is treasurer and secretary, and E. C. Bailey, president of the corporation.

EDWIN C. BAILEY

For almost a half century Edwin C. Bailey has been connected with foundry interests and is therefore thoroughly familiar with every phase and branch of the trade which is being carried on by the Milford Iron Foundry at Milford, Massachusetts, of which he is the president. He was born April 4, 1863, in Goffstown, New Hampshire, a son of Ira and Lurana (Collins) Bailey, of Goffstown, where the father was a well known horseman. The son attended high school and then started out to provide for his own support in 1881, filling various positions, covering service in a grocery store and in the post office and in other connections. He then began working in a foundry and has so continued to the present time, covering a period of forty-eight years. About the time he attained his majority he made an unsuccessful attempt to enter business on his own account at Marlboro, Massachusetts. Thereafter he removed to Pennsylvania, where he was constantly engaged in foundry work until 1903, when in partnership with C. U. and H. L. Welch he established the present Milford Iron

Foundry. Mr. Welch died two years later and was succeeded in the business by his son, H. L. Welch, Jr., who is now secretary-treasurer of the company. Mr. Bailey is one of the old experienced foundrymen of this section of the state, highly regarded by reason of his comprehensive, practical knowledge and efficiency along this line. Something of the steady growth of the enterprise is shown in the fact that the company now employs about one hundred and seventy-five men.

In 1884 Mr. Bailey was married to Miss Anna M. Doran, of Manchester, New Hampshire, who died in 1920, since which time he has made his home with a sister. His children, three in number, are Walter, who is associated with his father in the foundry; Lurana; and Nina, who is the wife of Rodolph Roy. Quiet and unassuming in manner, Mr. Bailey is nevertheless a forceful man in the line of his chosen life work and his record illustrates what can be accomplished through earnest effort intelligently directed.

R. C. WATERMAN COMPANY

The R. C. Waterman Company, widely known as tack manufacturers, their products being sent into all trade circles where tacks of every kind are used, is an organization that has come into existence as the successor of an old enterprise that dates back to 1829. The story is an interesting one, as the factory is located on the Indian Head river and has direct connection with one of the oldest water privileges granted in the state. The site is one of natural beauty, and the surroundings are altogether attractive and pleasing. Between the years 1650 and 1700 the dam was built across the river and the water privilege became operative in 1726, in which year Nathaniel Josselyn sold to Joseph Smith a half acre of land partly in Scituate (now Hanover), and partly in Pembroke, bordering both sides of the Indian Head river along that section where the dam had already been built. The new owner was granted permission "to build and ever improve a fulling mill thereon and use the water as occasion may require," while the previous owner reserved to himself the right to erect a grist mill for his own use or any other mill which would not prove detrimental to the fulling mill, the latter being accorded the right to use the water "every Wednesday forever." On other days, if there should be a scarcity of water, Josselyn was to have the first right, but if there was a plentiful supply of water, both mills were to use it. Two years after the original agreement was entered upon, Frances Josselyn, administratrix of the estate of Nathaniel Josselyn, sold to Joseph Smith and James Torrey four acres of land, on which stood a dwelling and one-third of the dam, together with all the timber that had previously been cut for the grist mill, lying on the Indian Head river. The fulling mill undoubtedly was operated for some time, and the grist mill continued to be used as late as 1856, for a deed to the property of that date mentions the corn mill as well as the tack factory situated upon the site.

As early as 1829 Elihu Hobart had built a tack factory on the Indian

Head river and was joined by E. Y. Perry in a partnership relation that existed until 1850, when Mr. Perry became sole owner. He carried on the business until he sold to George Curtis, who in turn disposed of the enterprise to Lemuel C. Waterman and his son, Rodolphus C. Waterman, who continued to manufacture tacks until 1916. Rodolphus C. Waterman carried on the business to that date, when his heirs disposed of the factory to Morrill A. Phillips, who owned the two factories situated farther up the Indian Head river. Mr. Phillips was a son of Ezra Phillips, who, like E. Y. Perry, was a pioneer in tack manufacturing in Massachusetts. The present owners, heirs of Mr. Phillips, incorporated the business in 1918, and following the destruction of the old factory by fire on the 19th of April, 1920, work was immediately begun on the construction of a new plant. Today the company has one of the best tack factories in the United States, supplied with hydro-electric power, equipped with thoroughly modern scaling and bluing processes, and each machine is operated by an individual motor. In fact the entire plant is equipped with the latest improved machinery, and the utmost care is taken in the manufacture of tacks for the upholstering, carpet, gimp, trimmers and hide trades. The output is now widely sold, and the success of the business is assured by the progressive methods which are followed from the time that the raw material is received until the finished product is transferred to the buyers. The company continues to hold the old water privilege, dating back for more than two centuries, and thus the business is one of close historic connection with the industrial development of Plymouth county.

RODOLPHUS CUSHING WATERMAN

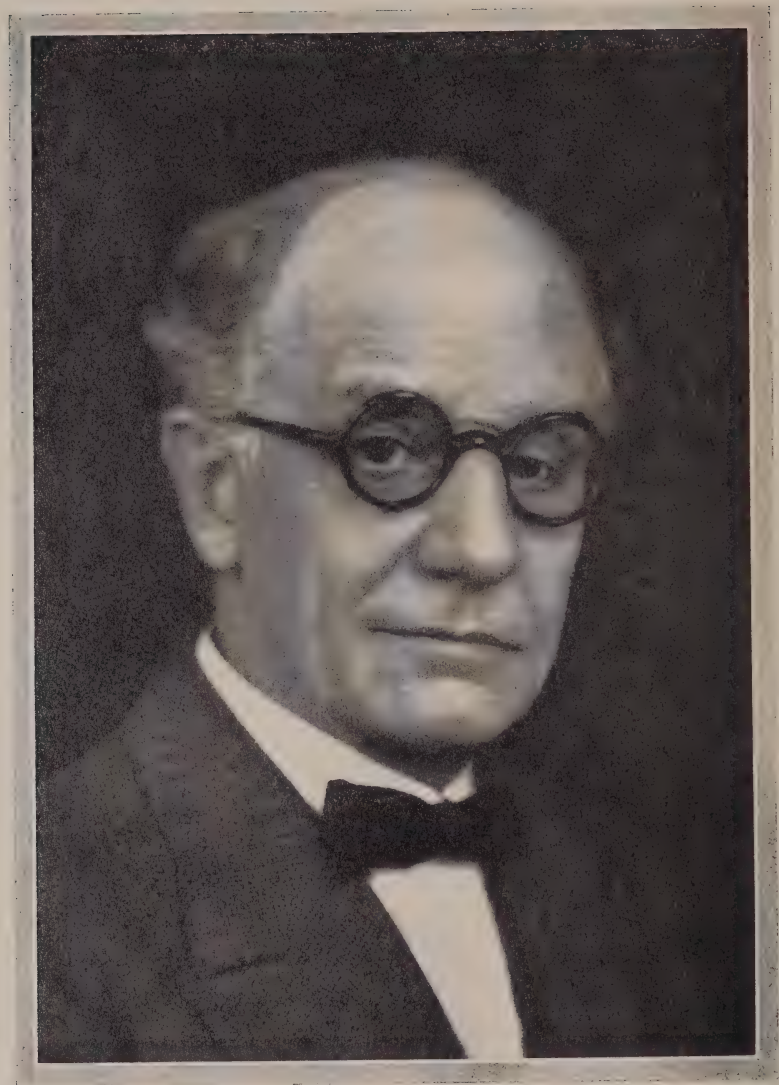
Rodolphus Cushing Waterman, who was long identified with industrial interests as head of the R. C. Waterman Company, conducting a successful tack manufacturing enterprise at South Hanover, passed away September 14, 1917, when seventy-seven years of age. He was born at South Scituate, Massachusetts, June 16, 1840, a son of Lemuel Cushing and Elizabeth Brown (Gooding) Waterman, and in the acquirement of an education attended Hanover Academy. His initial business experience came to him as an employe of the wholesale drug firm of J. A. & W. Bird of Boston and Chicago. On severing his connection therewith he joined his father and his brothers in the tack manufacturing business under the style of L. C. Waterman & Sons, which name was subsequently changed to R. C. Waterman Company. The firm was organized shortly after 1859 by L. C. Waterman and George Clapp, and later R. C. Waterman was admitted to a partnership. In 1870 the business was taken over by R. C. Waterman and his brothers, I. Lloyd and Frank H. Waterman, but subsequently R. C. Waterman acquired the entire interest. He continued at the head of the industry until his death, directing its steady expansion and success and maintaining the highest standards of production at all times.

In July, 1866, at East Boston, Mr. Waterman was united in marriage to Martha Adele Tomlinson, who was born in Boston, February 6, 1843. They became the parents of two sons: William R., who married Fannie Seaver Allen; and Henry C., who married Grace Eloise Brown.

In public office Mr. Waterman made a creditable record as selectman of Hanover in 1875, while in 1882 he represented his district in the state legislature. For a period of nine months, from August, 1862, to May, 1863, he served as corporal in the Forty-Fourth Regiment of the Massachusetts Volunteer Militia, and his name was on the membership rolls of the Forty-Fourth Regiment Association, Joseph E. Wilder Post of the Grand Army of the Republic and the Republican Club of Massachusetts. Externally he was a Mason, belonging to Phoenix Lodge, A. F. & A. M., of which he was master in 1878, 1879 and 1880, and to Old Colony Commandery, K. T. Mr. Waterman was also a valued member of St. Andrew's church of Hanover, of which he served as treasurer from 1873 until 1887 and as senior warden for many years. His life was an upright and honorable one in every relation and in his death the Bay state sustained the loss of one of her representative manufacturers, highly respected citizens and worthy native sons.

CHARLES DUANE RICE

Charles Duane Rice, who has been successfully engaged in business as a manufacturer of chocolate confectionery for nearly a third of a century, is now treasurer and director of the Rice Chocolate Company of Everett, which he organized in March, 1915. His birth occurred in Boston, Massachusetts, on the 3d of March, 1868, his parents being Duane L. and Annie M. (Bellows) Rice. In the acquirement of an education he attended the schools of Cambridge and subsequently pursued a course of study in the Bryant & Stratton Business College. He was identified with the boot and shoe business prior to beginning the manufacture of chocolate confectionery, in 1897, in which field of industrial activity he has continued to the present time. It was in March, 1915, that he organized the Rice Chocolate Company for the manufacture of chocolate coatings, and of this concern he has since served as treasurer. He is also treasurer and director of H. D. Foss & Company, Inc., confectionery manufacturers of Cambridge, Massachusetts; treasurer and director of H. D. Foss & Company, Inc., of Minnesota, manufacturing confectioners of Winona, that state; vice president and director of the North Avenue Savings Bank of Cambridge; director and member of the finance committee of the Merchants Cooperative Bank of Boston; and director of the Association for Mutual Investment in Boston. Mr. Rice is widely recognized as a business man of excellent executive ability, sound judgment and keen discrimination, so that his cooperation has been sought in the successful control of various manufacturing and financial enterprises.



Charles J. Rice.



FORREST D. RICE

In Cambridge, Massachusetts, November 18, 1896, Mr. Rice was united in marriage to Charlotte May Foss, who was born October 25, 1870. They are the parents of three sons and two daughters, namely: Forrest D., president of the Rice Chocolate Company of Everett, who married Dorothy Frances Nichols and who is mentioned at length on another page of this work; Muriel L., the wife of David Adams; Richard B.; Charles D., Jr.; and Priscilla.

Fraternally Mr. Rice is known as a Knight Templar Mason who has also crossed the sands of the desert with the Nobles of the Mystic Shrine. His religious faith is indicated by his membership in the First Baptist church of Cambridge, the teachings of which he exemplifies in his daily contacts. His high standing in the community is manifest in the fact that he has been chosen president of both the Cambridge Rotary Club and the Economy Club of Cambridge. He is also a director of the Executives Club of Boston. He resides at 582 Federal street, Belmont, and in serving on the warrant committee of Belmont. His progressive spirit has been manifest just as surely and as effectively in behalf of the public welfare as in the advancement of his individual fortunes and the results which have accrued along both lines have been most satisfactory.

FORREST DUANE RICE

Forrest Duane Rice is engaged in chocolate manufacturing as president of the Rice Chocolate Company of Everett, which was organized in March, 1915, and which has carried on a profitable business since that date. He was born in Watertown, Massachusetts, May 1, 1898, a son of Charles Duane and Charlotte May (Foss) Rice. Following his graduation from the Peabody grammar school of Cambridge in 1912 he spent two years as a student in the Mitchell Military School of Billerica, Massachusetts, and then entered Phillips Exeter Academy of Exeter, New Hampshire, from which he was graduated in June, 1917. The following year he became connected with the business which had been established by his father in March, 1915, at which time the Rice Chocolate Company was organized to manufacture chocolate coatings, the plant being established on Friend street in Boston. In 1920 a removal was made to Portland street in order to secure larger quarters and in 1926 the growth of the business necessitated still more commodious quarters, which were secured at No. 7 Charlton street in Everett. This company has always specialized in chocolate coatings for the manufacturing confectioners' trade and so steadily and continuously has the business developed that it now covers practically the entire United States. Becoming identified with this concern, Forrest D. Rice thoroughly familiarized himself with every phase of the business and was therefore well qualified to take on added responsibilities when he was chosen president of the company, of which he is also a director.

On the 5th of March, 1921, in Cambridge, Massachusetts, Mr. Rice was married to Miss Dorothy Frances Nichols, who was born at Beverly, this state, October 23, 1900. They have two children: Forrest D., Jr., six years of age; and Charles Duane (III), who is in his second year.

The military experience of Forrest D. Rice covers connection with the tank corps of the United States Army during the World war. Fraternally he is affiliated with the Masonic order, being a member of Joseph Warren Lodge, A. F. & A. M.; St. Andrews Chapter, R. A. M.; and Boston Council, R. & S. M.. He is a member of the Unitarian church and is likewise a member of the Boston Chamber of Commerce, the Everett Rotary Club, the Cambridge Economy Club, the Boston Athletic Association and the Belmont Spring Country Club.

MAXIM MOTOR COMPANY

The Maxim Motor Company of Middleboro was established in March, 1888, by Carlton W. Maxim. The initial step was a humble one, for the business was started by Mr. Maxim with only one assistant. He began manufacturing builders' finish products and later expanded the scope of his activities to include the manufacture of all kinds of wood-working products. He conducted the new enterprise under his own name, and it was so continued for a period of twenty-seven years, in which he won substantial success. Meanwhile the automobile had been introduced and about 1896 Mr. Maxim became the owner of one of these first "horseless carriages," which he drove about Middleboro and the surrounding country. It was a matter of interest to all who saw him and there were many who felt that such a car would never come into general use. As he demonstrated the fact that it could be handled safely and advantageously he began to sell a few and not only did he thus become an automobile agent but after a time, when a number of cars were in use, he built in the rear of his homestead the first garage ever established in southeastern Massachusetts. As the years passed the business steadily increased and was removed to more commodious quarters. The passing years brought changes in popular opinion, and after the motor car had demonstrated its practicability for passenger and commercial service people began to realize that motor-driven fire apparatus might also be used.

Mr. Maxim became one of the pioneer manufacturers of such apparatus. He had engaged in the wood-working business until 1910, when he discontinued his operations along that line owing to the increase in his garage and motor car sales business. Again he broadened the scope of his activities by taking up the manufacture of motor-driven fire apparatus, incorporating his interests under the name of the Maxim Motor Company, Inc., local residents becoming the stockholders in the new concern. C. W. Maxim was chosen president of the company, with his son, Ernest L. Maxim, as the treasurer. This is the only business of the kind in New

England that manufactures complete apparatus of the several different types commonly used by fire-fighting organizations. The equipment of the plant is thoroughly modern, and the output is widely noted for superior workmanship. The company produced its first fire truck in May, 1914, and since that time the enterprise has become the largest concern of the kind in New England. The product is sold throughout the Union and the trade has reached European countries and Japan. C. W. Maxim still remains as president of the company, with his son as treasurer and Florence Swett as clerk.

The Maxim Motor Company are designers and builders of pumpers in four different models with a capacity of from five hundred to one thousand gallons, also of the city service ladder truck, both single and double bank, and the town service ladder truck of single bank. They likewise manufacture ten other models, which include ladder trucks with pumping equipment, high-pressure wagons and chemical combinations. The value of their product has been demonstrated in a practical way on many occasions and notably in the great flood which encompassed Montpelier, Vermont, and other nearby sections. In that flood the pump which had been purchased by the city from the Maxim Motor Company was used seven days and seven nights continuously without a shut-down, two shifts of men working. Also the company gave to Montpelier most efficient service in its hour of extremity, and letters from its mayor and fire department acknowledged the worth of the Maxim equipment. From the ladder department are turned out the trussed type of ladders, which are the expression of twenty-five years of experience in this field. The side rails are made of air-seasoned, carefully selected Oregon fir, which is the one wood that possesses the qualities necessary for long life and safety in a ladder. The rungs are turned from selected second-growth hickory and spaced twelve inches apart. These are built in various styles and, like the one thousand gallon pumper, which is designed to do all that the name implies, pump one thousand gallons per minute, hour after hour, the ladders have been found to meet every requirement of fire service. Their ladder trucks, too, measure up to the highest standard of excellence and of service, and in fact every product which is the output of the Maxim Motor Company is regarded by the general public as of particular worth.

ERNEST L. MAXIM

Ernest L. Maxim, general manager in charge of the plant of the Maxim Motor Company, Inc., at Middleboro, was born July 11, 1886, in the city which is still his place of residence and is a son of Carlton Wadsworth Maxim, the founder of the business. He acquired his education in the public schools and when his textbooks were put aside joined his father and has since been identified with the company. His training was thorough, so that he soon familiarized himself with every phase of manufacture

and production and also gained an intimate knowledge of the best methods of handling the trade. In fact the success of the enterprise has been built upon the dependability and standard of workmanship as manifested in their pumpers, ladders, fire trucks and other equipment now manufactured. With the incorporation of the business on the 25th of January, 1918, Ernest L. Maxim became treasurer of the company and has so continued to serve to the present time. He is also a director of the Middleboro Trust Company and occupies a prominent position in business circles of his native city.

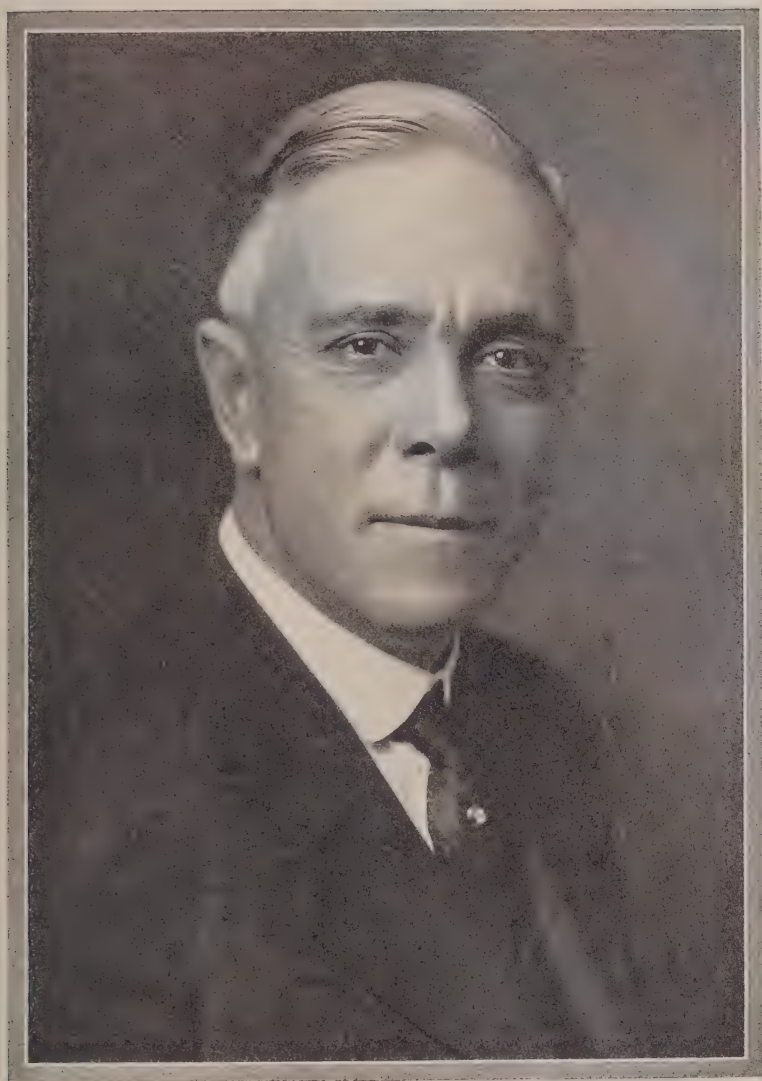
On the 31st of March, 1907, Mr. Maxim was married to Miss Alice B. Le Baron, a native of Middleboro and a daughter of Franklin and Elizabeth Jane (Broadley) Le Baron. Mr. and Mrs. Maxim have one son, Leighton Le Baron.

The family attend the Congregational church, and Mr. Maxim is a member of the Commercial Club. In Masonry he has taken the degrees of the York Rite, being a member of Bay State Commandery, K. T., of Brockton, and he also belongs to Aleppo Temple of the Mystic Shrine at Boston. He is a past grand of Middleboro Lodge, No. 135, I. O. O. F., and a charter member of Middleboro Lodge, B. P. O. E. He has always voted with the republican party and has held local offices. In matters of citizenship his attitude is one of progress, his support being given to any plan or project calculated to benefit the community. He has made for himself a prominent position in manufacturing circles of eastern Massachusetts, his activities constituting a valuable service to his fellowmen as well as a source of individual profit.

HARRY WILSON HOUGHTON

Harry Wilson Houghton, president of the Safety Fumigant Company of Boston, was born in Washington, D. C., February 20, 1883, and after attending the public and high schools in the national capital entered the George Washington University, from which he was graduated with the Ph. D. degree on the completion of a course in chemistry. He then entered the employ of the United States government in connection with the chemistry bureau of the department of agriculture, with which he remained for eighteen years, after which he spent five years in the treasury department and the bureau of public health. During this time, as the result of his scientific researches and discoveries in the field of chemistry, he developed a gas that is a sure death to vermin, insects, germs, etc., and yet is harmless to human beings.

In 1925 Mr. Houghton came to Boston and organized the Safety Fumigant Company in association with Mr. Rand of the Merrimac Chemical Company and Frederick L. Emery, an attorney. They began operations on a small scale on Long Wharf. Owing to the merits of the article manufactured, known as Safti-Fume, the business has grown by leaps and



HARRY W. HOUGHTON

bounds and their sales organization, known as the Safety Fumigant & Chemical Company, Inc., at 522 Fifth avenue, New York, and Canadian Distributors, Ltd., of Toronto, Canada, are now distributing Safti-Fume throughout the United States and Canada. Safti-Fume is a germicide and insecticide for the control of vermin, insects, rodents and many germs and it has never damaged metals, fine fabrics or foods. The Safti-Fume service employs technically trained, efficient fumigators and complete fumigation of all infested property is accomplished with speed and efficiency, leaving no residual odors. It penetrates wherever the pests are hiding and destroys any insects that may be hiding in cracks, behind wall paper or in mattresses or upholstery. It permeates wool, fabrics, furs and feathers and destroys moth life, while it drives vermin from their hiding places and kills them. Many important corporations such as railroads, steamships, food manufactories and others have become patrons of the company. Other safe fumigating devices are being developed constantly to meet the sanitary requirements in the various industries.

On the 4th of November, 1909, Mr. Houghton was married in Washington, D. C., to Jean Wallace Johnson, of that city. They are parents of four children, namely: Charles W., born in 1910, who has completed courses in the grade and high schools of Washington, D. C., and is now a student in the Pennsylvania State College; Emily Garretson, who was born in 1913 and has also attended the grammar and high schools of Washington, D. C.; Wallace Robison, whose birth occurred in 1916; and Ross McKnight, whose natal year was 1918.

Mr. Houghton finds rest and interest in bowling, fishing and golf. His connection along scientific lines is with the Associated Industries of Massachusetts and the American Chemical Society, of which he has been a member since 1902, having served as treasurer of the branch at Washington, D. C., for three years.

TILESTON & HOLLINGSWORTH COMPANY

The story of the paper mills of Tileston & Hollingsworth Company constitutes an interesting and important chapter in the history of industrial development at Mattapan. This company was among the first to establish a business of this character in the new world, a charter for a paper mill being granted by act of provincial congress in 1728 to Boies & Clark, the predecessors of the firm of Tileston & Hollingsworth. Already manufacturing interests of various kinds were found upon the shores of the Neponset river, but paper manufacturing was practically a new industry. With the establishment of their business Boies & Clark employed a sixteen-year-old youth, Mark Hollingsworth, who had removed from Delaware to Massachusetts in 1793. That he was industrious and diligent

and made good use of his opportunities is indicated in the fact that he had reached a point where he was able to rent the mill from his employer when Mr. Boies retired in 1801. He formed a partnership with Edmund Tileston and leased from Jeremiah Smith Boies the mill in which he had been working for eight years. The company flourished and absorbed a number of neighboring mills. In 1828 they were operating the Fuller mill, for many years a familiar landmark near the Mattapan bridge. In 1836 they purchased the Sumner mill, which was on the present site of the Mat-tapan mills. Naturally time brought many changes in ownership. Edmund Tileston died in 1834 and the following year Mark Hollingsworth retired, after which the business was conducted by their respective sons, Edmund P. Tileston and Amor Hollingsworth, as junior partners. In 1880 two grandsons of the Tilestons and the Hollingsworths, Frank L. Tileston and Amor Hollingsworth, came into the firm. The latter was just out of Harvard when he became the controlling factor in the management and on the incorporation of the company its president.

Many changes were made in the mills as the years went on. The business has always been the last word in new machinery and the year 1897 saw the installation of a 120-inch Fourdrinier machine. Due to a severe illness Mr. Hollingsworth was obliged to relinquish his active interest in the mill and to leave the management of the property to others, with the result that in 1906 the condition of the business was somewhat deplorable. At that time Mr. Hollingsworth prevailed upon his nephew, Amor Hollingsworth, to abandon the practice of law and become associated with him in the business. In 1907 he assumed complete management, the enterprise thus coming under the direct control of the fourth generation of Hollingsworths since the establishment of the original partnership. The new head of the concern at once undertook the task of building up a real organization and surrounded himself with men thoroughly qualified for the task of successfully managing interests of this character. Various improvements were installed in the mills and an active sales policy was pursued. In 1912 a cost system was put into effect in the mill, making available the cost of individual orders, the company being the leaders in this field among the paper manufacturers of the country.

The mill of Tileston & Hollingsworth Company is unique in that it is situated in a large city some distance away from the source of raw materials, but notwithstanding this fact they are in close connection with their source of supplies and with the trade. They produce a varied assortment of papers in the mill and their output has always been maintained at the highest grade. It was after Amor Hollingsworth, the great-grandson of the founder, took over the management that he centralized the business all small mills being disposed of and one central plant retained at Mat-tapan. The papermaking business has experienced many changes with the introduction of chemically prepared wood pulp, and this company has favorable connections with concerns supplying soda and sulphite fibre. To-day the plant produces the highest grade of beautiful book papers and its output includes Bond, Index Bristol, Offset and Cover papers, as well as

such well known papers as Athena Plate, Flemish Book, Crinoline Super Plate, Orthodox Bible Thinogake, and Milton Cover and Text. It has ever been the policy of the company to maintain its equipment at the highest possible standard and thus the installation of new machinery has been a feature of the business whenever improvements have been made in connection with the mechanical processes of paper production.

The company uses a fleet of twenty-five trucks, making deliveries any time in the twenty-four hours. A number of its employes have been with the company for thirty, forty and some even fifty years—a fact which speaks volumes concerning the relations between workmen and employer. Today the business is carried on under the immediate direction of Amor Hollingsworth, president, Arthur V. Howland, vice president and assistant treasurer, and Eugene H. Clapp, treasurer, men to whom the old established traditions of high quality are a guiding principle.

GILBERT C. EASTMAN

Gilbert C. Eastman, one of the enterprising business men of Milford, has since 1924 been at the head of the S. A. Eastman Company, conducting a box manufacturing business which was established many years ago. He was born in Milford, December 5, 1880, a son of S. Alden and Alice (Chapin) Eastman, natives of Dennysville, Maine, and of Upton, Massachusetts, respectively. Removing to Massachusetts, the father became prominent in the public life of his community and for several years represented his district in the state legislature.

Gilbert C. Eastman completed his public school education in the Milford high school and then entered Norwich University of Northfield, Vermont, from which he was graduated with the class of 1903. He first became associated with his father in conducting a grain and feed business, after which he engaged in a private engineering business and was later connected with the Draper Corporation for fourteen years as civil engineer. He left that company in 1921 to again engage in private practice, in which he continued for a year or more and then joined his father in box manufacturing. Following his father's death in 1924 he took over the management of the business, which he has since successfully conducted, his capable management resulting in substantial annual profits, while the work of the factory at all times meets the requirements of the trade. He is likewise a director of the Milford Cooperative Bank.

Mr. Eastman was married in 1904, in Northfield, Vermont, to Maude N. Downing, of that place, and they now have a son and a daughter. Allan Arthur, who attended the Vesper George School of Art in Boston, is a past president of the Young People's Christian Endeavor and now secretary of the Young Men's Christian Association. The daughter, Shirley Martha, is now a high school pupil.

Mr. Eastman served during the World war with the Twentieth Engi-

ners, and with the Construction division of the army, being on military duty for eighteen months. He is now captain (reserve officer) of the Three Hundred and Seventy-first Engineers. He belongs to the Reserve Officers Association and the American Legion and thus maintains pleasant relations with his military comrades. He likewise has membership in the Young Men's Christian Association and his entire life has been actuated by high and honorable principles. He has taken an active interest in Masonry, is treasurer of Montgomery Lodge and a past master of the blue lodge, also a past high priest of the chapter. He is identified with all the York Rite bodies and loyally follows the teachings of the craft. His interest in community welfare is shown in his service as a director of the Milford Chamber of Commerce and as trustee of the Milford Town Library.

THE CONANT BALL COMPANY

In 1852 Aaron B. Jackson and Aaron L. Greenwood, under the firm name of Jackson and Greenwood, built a chair shop on West Broadway in South Gardner, Massachusetts. They were succeeded in 1857, or 1858, by Abner and Leander White, who carried on business as A. White & Company.

In 1862 John R. Conant entered the firm. In January, 1864, Leander White withdrew from the enterprise and Charles W. Conant, a brother of John R., became a partner. Two years later Abner White retired and the business was continued as Conant Brothers & Company. In 1868 Carlos E. Ball was admitted to the firm, assuming charge of the Boston warehouse and sales office, which was then located at 36 Richmond street. In 1875 the firm name was changed to Conant, Ball & Company, and although Charles W. Conant retired from active partnership at this time he retained an interest therein until 1884. John R. Conant died December 14, 1891, Carlos E. Ball continuing the business alone until April 20, 1896, when Edward C. Ball was admitted to the partnership. On August 1, 1905, Charles C. Brooks became a member of the firm.

Carlos E. Ball died January 10, 1909, and in May of that year a Massachusetts corporation was formed under the name of Conant Ball Company, which concern has since continued the business.

In 1888 the factory of L. H. Sawin & Company, located on Lynde street, West Gardner, Massachusetts, was purchased and the business moved to this address. Many large additions have been made from time to time to the original buildings, important extensions having been made in 1905, 1907 and 1912. This enlarged factory is equipped with every modern improvement.

The executive offices and salesrooms were located at 138 and 140 Richmond street, Boston, for nearly forty-three years. In 1921 removal was made to 78 and 80 Sudbury street, where larger space was secured. Here



Edward C. Ball

up-to-date offices and exhibit rooms were installed, with modern conveniences for transacting the company's business.

In September, 1929, another forward step was taken by the company when it purchased the wood-working plant of Bourn, Hadley Company of Templeton, Massachusetts. This plant is now operated as a branch of the Gardner factory. The plant acquired is modern in every detail and was built about fifteen years ago to replace the old buildings which were burned.

The first products of the company were cane seat dining and chamber chairs mostly of mahogany, walnut and cherry construction. Today, however, the company produces a large line of furniture, from which complete selections can be made for every room in the house. The company has long enjoyed a national reputation for authentic reproductions of early American furniture, upon which it specializes.

Charles C. Brooks, the president of the company, supervises production at the factories, while Edward C. Ball, the treasurer, has charge of the main office at Boston and devotes his time to executive management and sales promotion.

The company maintains a New York sales office and warehouse, is a permanent exhibitor at the Furniture Market at Grand Rapids, Michigan, and participates in the exhibits of the Boston Furniture Mart.

EDWARD CLINTON BALL

Edward Clinton Ball, treasurer of the Conant Ball Company, furniture manufacturers with factories at Gardner and Templeton, and executive offices and salesroom at 80 Sudbury street, Boston, was born in Templeton, Massachusetts, March 17, 1858, a son of Hiram Harvey and Lucy Hosmer (Day) Ball. The father, a native of Alstead, New Hampshire, died in Gardner, Massachusetts, while the mother, who was born in Templeton, passed away in her native town.

Mr. Ball completed his education in the Gardner high school and made his initial step in the business world in connection with the manufacture and sale of chairs. During his school days he worked for Heywood Brothers & Company of Gardner, making machine-woven cane seats, which were the first ever made in this manner. This was about 1875. He remained with that company until October, 1882, when he removed to Boston and entered the employ of Conant, Ball & Company, located at 140 Richmond street, with whom he remained for about five years. He was with Clifford & Allen, also Foster Stewart on Fulton street, in Boston, from 1887 until January 1892, when he went to Chicago for the East Templeton Cooperative Chair Company, as manager of its western branch. In September of that year, however, he returned to East Templeton as factory manager for the same company but in December, 1892, he went once more to Chicago, this time as western manager for John A. Dunn

Company of Gardner. He was with the latter concern until April, 1896, when he returned to Boston and became a partner of Carlos E. Ball in the firm of Conant, Ball & Company. This company was incorporated as Conant, Ball Company in 1909, Mr. Ball becoming treasurer, which position he occupies today.

On February 27, 1896, Mr. Ball was married, in Chicago, to Anna Louise Cooke, who was born in the town of La Prairie, Wisconsin, February 19, 1864. She is a member of the Old and New Women's Club of Malden, Crystal Chapter of the Order of the Eastern Star, the Order of the Amaranth and the First Parish Universalist church of Malden.

Mr. Ball, in addition to his membership in the same church, belongs to the First Parish Universalist Men's Club of Malden and Associates of the Universalist Church. He is also a member of the Boston Young Men's Christian Union and of all the Masonic bodies in both the York and Scottish Rites; also the Mystic Shrine, the Order of the Eastern Star and the Order of the Amaranth. He has been an Odd Fellow since 1885 and has ever been a most loyal follower of the principles which he espouses. His interest in community welfare is shown in his membership in the Boston, Malden and Gardner Chambers of Commerce, and his appreciation of the social amenities of life is indicated in his membership in the Boston Rotary Club, Boston City Club, the Kernwood Club of Malden, the Bear Hill Golf Club of Wakefield and the Boston Square and Compass Club. His home address is 100 Maple street, Malden, Massachusetts, and he has lived in that city since April 19, 1896.

CHARLES C. BROOKS

Continuously identified for the past thirty-six years with the Conant Ball Company, a successful furniture manufacturing enterprise of Gardner, Charles C. Brooks thoroughly acquainted himself with the business by service in various departments thereof and for some years has been its executive head. He was born April 8, 1873, a son of Euclid L. and Flavilla (Adams) Brooks, and pursued his education in grammar and high schools of Gardner. After putting aside his textbooks he was employed by the Central Oil & Gas Stove Company as a clerk for two years, on the expiration of which period, in 1893, he became connected with the Conant Ball Company in a similar capacity. Diligent, faithful and capable in the discharge of the duties entrusted to him, he won steady promotion and, advancing from one department to another, he gained a comprehensive understanding of the business in principle and detail. For some years past, as above stated, he has occupied the presidency of the Conant Ball Company, which is engaged in the manufacture of furniture at Gardner and is capitalized for two hundred and seventy thousand dollars. The number of employes has been increased from twenty-five to about two hundred and fifty during the period of Mr. Brooks' connection



CHARLES C. BROOKS

with the company, which owes its present success largely to his untiring efforts and keen business sagacity. He is also a director of the Gardner Screw Company, the Gardner Hotel Company and the First National Bank.

On the 9th of October, 1895, in Gardner, Mr. Brooks was united in marriage to Elva Powers, who passed away September 30, 1923, leaving five children, namely: Evelyn R., who was educated in grade and high schools, in Mount Holyoke College and Simmons College and who is now the wife of Harold Williams; Herbert E., who attended the grammar and high schools and was a member of the 1920 class of Worcester Polytechnic Institute and who married Adah Keyworth and has two sons and two daughters, Rachel and Miriam, who have supplemented their grade and high school training by graduation from Wheaton College; and Charles C., Jr., who is a high school pupil.

Fraternally Mr. Brooks is affiliated with the Masons, belonging to Hope Lodge, A. F. & A. M.; Gardner Chapter, R. A. M.; and Ivanhoe Commandery, K. T. His religious faith is that of the Congregational church. He also has membership in the Rotary Club, the Chair City Club, the Gardner Boat Club, the Oak Hill Country Club and the Worcester Country Club and he turns to golf and fishing for relaxation.

WILLIAM BRUCE EARL

William Bruce Earl, treasurer of W. D. Earl & Company, Inc., of Leominster, manufacturers of combs and celluloid novelties, doing a large export as well as domestic trade, was born in Lowell, Massachusetts, April 25, 1869, his parents being W. D. and Helen (Corliss) Earl. He completed a course in the Lowell high school with the class of 1888 and then entered Dartmouth College, from which he was graduated with the degree of Bachelor of Science in 1892. The same year he obtained a position as salesman with the Aiken-Lambert Company of New York city, with which he remained until 1895, when he joined his father, who was engaged in the manufacture of combs and celluloid novelties and whom he represented as a salesman for a number of years. The business was incorporated under the style of W. D. Earl & Company in 1912, William B. Earl becoming the treasurer. His father died in 1916, at which time he acquired the greater part of the stock of the company and remains as its directing head in the office of treasurer. The output of the company is now largely celluloid articles. The business was founded in 1869 and is the oldest enterprise of the kind in the country, doing business under the same name as when it was established. Today the trade of the house covers a wide territory and there is a large export shipment to England and Australia.

On the 12th of October, 1904, Mr. Earl was united in marriage to Joanna T. Thayer, of Milford, Massachusetts. They are the parents of a daughter and a son, namely: Agnes Helen, born January 30, 1909, who

following her graduation from the Leominster high school attended Bradford Academy of Bradford, Massachusetts, for one year and who is also a graduate of the Wheelock School of Boston; and William Bruce Earl, Jr., born April 11, 1911, who is a graduate of the Kimball Union Academy of Meriden, New Hampshire, and is now a student in Dartmouth College.

Mr. Earl takes deep interest in community welfare, civic development and moral progress. He is now serving as clerk of the First Congregation Society (Unitarian), is vice president of the Wachusett Council of Boy Scouts and is a past president of the Chamber of Commerce. He also belongs to the Leominster Club and the Boston City Club. He has a wide acquaintance and his social qualities make for personal popularity, while his business ability has gained him creditable position in the field in which he is operating.

HALDIE NICHOLSON

Mr. Haldie Nicholson, one of the best informed men on the horn situation in this country, came to Leominster from Sheffield, England, over thirty years ago. He came from a family of horn dealers, his ancestors having been for years engaged in the business. He grew up in the industry and was thoroughly versed in the English method of the preparation of horn stock, as well as an expert in judging horn before he came to this country. Although a most successful horn dealer under the American method, Mr. Nicholson today speaks of the superiority of the English treatment of horn whereby the horn, after being properly cut, is placed in a vise already heated to the proper degree and allowed to cool. When taken from the vise, it is already patterned as desired and, in the case of a comb, ready for the teeth to be cut. The English method is all done by hand, and Mr. Nicholson estimates that, whereas, fifty years ago about three thousand vises were in operation, today there are scarcely a thousand in use. This method of placing the horn in a vise already heated and allowing it to cool results in a toughness not found in horn treated according to the method in use in this country. However, as the labor is all by hand, modern business demands the more efficient American method. Mr. Nicholson's knowledge of horns soon led to his success as a horn dealer in Leominster, the seat of the horn comb industry in this country, where a few months after his arrival he established himself in business under the firm name of Haldie Nicholson. He has always specialized in horn tips for the cutlery trade in England. The Nicholson family were dealers in and manufacturers of all kinds of horns, in all branches of cutlery and comb manufacturing for well over three hundred years in Sheffield, England. Mr. Nicholson has dealt in horns from every part of the world, having attended the Mincing Lane Public Auction Rooms in London for a number of years.

Mr. Nicholson was born in Sheffield, England, June 18, 1864, and ob-

tained a grammar school education. He afterward worked for his father in the horn manufacturing business in his native land. The year 1893, however, witnessed his arrival in the new world, at which time he established his home in Leominster.

On the 7th of March, 1885, in Sheffield, England, Mr. Nicholson was united in marriage to Agnes Ashton. They are the parents of four children, namely: Haldie, Jr., born December 3, 1887; Celtic, born February 11, 1891; Grace, born May 28, 1893; and Abbie, who was born November 11, 1895, and is a graduate of the Leominster high school and of the Sargent School of Physical Education at Cambridge, Massachusetts. The first three named are also graduates of the Leominster high school and are associated in business with their father.

ALBERT ALANSON TISDALE

A native son of Leominster, whose business career has been one of notable success, Albert A. Tisdale has served his community well, and to his energy and enterprise a great deal of the success of the corporations with which he is connected is due. He is president of the Whitney Reed Corporation, and treasurer of the Horn & Supply Company, the latter of which he controls, and has been connected with both since their organization. He was one of the organizers of the original Whitney Reed Chair Company and as treasurer and general manager was the principal factor in the successful development of the concern to its present proportions. He was one of the organizers of the Horn & Supply Company and continues its active head.

Stephen A. Tisdale, father of Albert A. Tisdale, was also a native of Leominster, born October 18, 1828, and was also engaged in the manufacturing business, his line being horn goods, in which he continued to the time of his death in 1906. During the Civil war he served as a musician in the First Massachusetts Band, receiving his honorable discharge at the close of the war, and he was a member of Stevens Post, Grand Army of the Republic, of Leominster. He married Ann E. Whitcomb, who was born in Leominster, October 22, 1835, and died February 12, 1916.

Albert A. Tisdale, son of Stephen A. and Ann E. (Whitcomb) Tisdale, was born in Leominster, October 7, 1857, and after receiving a practical education in the public schools of his native city, prepared for a business career by taking a thorough course in Comer's Commercial College in Boston. When his business course was completed he became an employe of the local mills, but he soon engaged in business for himself under the firm name of A. A. Tisdale & Company, until he became one of the organizers of the Whitney Reed Chair Company, associating himself with F. A. Whitney, J. P. Holman and W. C. Burdette, under the firm name of the Whitney Reed Chair Company, of which he was made treasurer and gen-

eral manager. The company is engaged in the manufacture of reed chairs and baby carriages, and from the organization to the present Mr. Tisdale has devoted his energies to the advancement of the interests of that business. Under his vigorous and efficient management the enterprise grew rapidly, and later was incorporated under the name of the Whitney Reed Corporation, of which Mr. Tisdale was made vice president and later president. That official executive position he has continued to hold, and he is still an important factor in the continued growth and prosperity of the corporation. Mr. Tisdale has a host of friends in Leominster and vicinity and is well known in fraternal and club circles. He is a member of Wilder Lodge, Free and Accepted Masons; and of Leominster Lodge, No. 86, Independent Order of Odd Fellows; his clubs are the Leominster and the Camp Fire Club of America. He is also a member of the Leominster Chamber of Commerce; and his religious affiliation is with the Unitarian church of Leominster. In addition to his business responsibilities already mentioned, Mr. Tisdale is a member of the board of directors of the Leominster National Bank.

On January 20, 1891, Albert A. Tisdale married Florence E. Tenney, who was born in Keene, New Hampshire, a daughter of William B. and Mary J. (Carter) Tenney. Mr. and Mrs. Tisdale are the parents of one daughter, Ruth M., educated in Leominster public schools, grade and high (valedictorian), finishing at Dana Hall, Wellesley, Massachusetts. She married Howard H. Chase, president of the Leominster Worsted Company.

ALDEN HILL KENYON

Alden Hill Kenyon, president and chairman of the board of directors of The Kenyon Company, Inc., maintaining a national advertising agency at 260 Tremont street in Boston, also has other associations which rank him as a leading business man of his native state. He was born at Fall River, July 14, 1894, his parents being Charles E. and Mary M. (Hill) Kenyon. He attended elementary school in Boston, also high school and business college, and he pursued special courses in journalism, advertising and marketing in the New York University after entering the business world. He also received two years of art training in commercial art.

Mr. Kenyon dates his active connection with the advertising business from the time that he was assigned to the classified advertising department of a great Chicago newspaper. He left that paper to become assistant in the sales department of a large nationally known manufacturer in Chicago and was afterward promoted to the position of special research representative. He spent two years in traveling for that company and was then recalled to the main office as assistant to the sales manager and advertising director. He left the employ of this company to go to New York as assistant merchandise manager of a leading department store in that city and was thus engaged when he volunteered for service in the World



ALDEN H. KENYON

war on the 23d of May, 1917, remaining in the regular army until he received his honorable discharge July 18, 1919.

After his military experience Mr. Kenyon entered the employ of the Butterick Publishing Company of New York city as New York manager of one of its publications and a little later became assistant to the president of a prominent national advertising agency, with which during a period of five years he served successively as solicitor, sales manager, general manager and executive vice president, resigning his position June 1, 1925, to establish a business of his own. It was at that date that he organized The Kenyon Company, Inc., to conduct a national advertising business and now maintains offices at 260 Tremont street in Boston. As president and chairman of the board of directors of The Kenyon Company, Inc., he has placed its business upon a firm basis. The Kenyon Company is now the largest advertising agency in New England. His company prepares and places the advertising of The Associated Industries of Massachusetts and The New England Council and numbers among its clients over thirty leading New England corporations.

His progress has been continuous and rapid since he started out in the business world, and unaided he has steadily worked his way upward until his name is today a prominent and honored one in commercial and financial circles.

Mr. Kenyon is, also, president and a director of The Champion Company and a director and member of the executive committee of the New England Building, Inc. He holds the same positions in connection with the New England Department Store, Inc., and he is a director of The Chilton Pen Company of New York. His name appears as a director or stockholder in several other New England enterprises.

On the 7th of August, 1919, at the Church of the Transfiguration in New York city, Mr. Kenyon was united in marriage to Miss Agnes Mary Dudley, who was born in Evanston, Illinois, December 28, 1900. She is the only daughter of the late Hon. Irving B. Dudley, LL. D., American diplomat who, at the time of his death, was leaving his post as our ambassador in Brazil to accept President Taft's appointment as ambassador to Japan. Mrs. Kenyon is a direct descendent of Governor Thomas Dudley, colonial governor of Massachusetts. They are the parents of two children, Ines Dudley and Jane Alden Kenyon.

Mr. Kenyon is a member of the Episcopal church and is a past president of the Knights of Sir Galahad and of the Knights of King Arthur. He belongs to Revere Lodge, A. F. & A. M. He is also a member of the Eastern Horse Club and the Metropolitan Driving Club, and his interest in community welfare and progress is shown through his connection with the Boston Chamber of Commerce, The New England Council, The Associated Industries of Massachusetts and many other like organizations in which he has taken an active part. He belongs likewise to the Boston Athletic Association and is a member of the Boston Advertising Club, which he formerly served as vice president and director and for several years as chairman of its program committee. He is active in the 300th

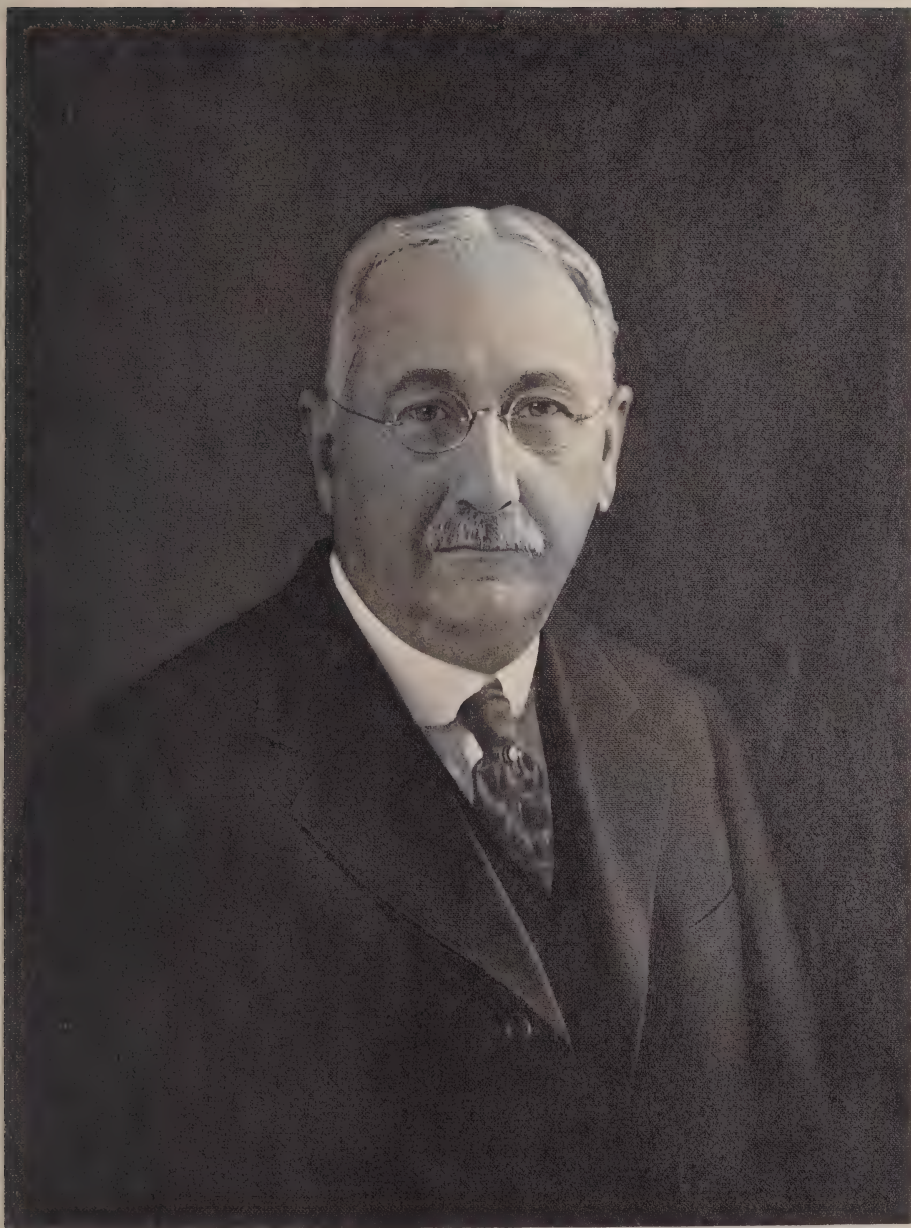
Anniversary Celebration of the founding of Massachusetts Bay Colony, serving as a director in the Massachusetts Bay Tercentenary, Inc. and chairman of its committee on public relations, also a member of the committees on finance and conventions and celebrations. He is a member of the mayor of Boston's committee on advertising the tercentenary, for which group he is chairman of publicity. Mr. Kenyon is one of the sponsors of a plan for a twenty million dollar industrial school to be called The New England College of Industrial Arts, which is to be erected as a part of the Tercentenary celebration for a permanent memorial to the founders of the Massachusetts Bay Colony. He is chairman of publicity for the Boston Y. M. C. A.'s annual campaign drive and holds many other publicity assignments.

There is an interesting military chapter in the life record of Mr. Kenyon. He volunteered for service in the World war upon declaration of war and was accepted May 23, 1917, at Fort Slocum, New York, being assigned to the artillery officers training camp at Fort Meyer, Virginia. He spent twenty-six months in active service, during nineteen months of which period he was on duty overseas, first with the Headquarters Supply Company of the Twelfth Field Artillery, Second Division, American Expeditionary Forces, until injured in action when he was transferred to G-2-D (Intelligence), G. H. Q., as a member of the 1st Censor and Press Company, A. E. F. He was active in the organization of the official United States Army newspaper, "The Stars and Stripes." After serving as assistant business manager in Paris, he was assigned as the divisional representative of the paper to the First Division at the front. He participated in seven major engagements and was cited by General Pershing and General Nolan, Chief of Intelligence. He is a life member of the Second Division Association. He was president of the Stars and Stripes Historical Association, the after the war organization of the staff of The Stars and Stripes, which presented the complete original file of the paper to the Congressional Library in Washington. Mr. Kenyon has continued his interest in military affairs and is a member of the American Legion, having served as the first commander of the Crosscup-Pishon Post, No. 281, composed of Boston advertising men, the largest post in Suffolk county. He served from 1922 to 1924 inclusive and is still a member of its executive committee.

As one of Massachusetts youngest business leaders, Mr. Kenyon has much ahead of him with such a foundation to build on.

WILLIAM H. GATES, Sr.

William H. Gates, Sr., was the organizer and promoter of the Baldwin Chain & Manufacturing Company and in this connection became prominently known as a representative of business interests in Massachusetts. He always made his home in Worcester, where he was born May 12, 1858, a son of Larkin Newton and Mary (Crocker) Gates. Having acquired a public school education, he attended the Phillips Academy at Andover, Massachusetts, afterward matriculating in Williams College, and, having



Wm. H. Lutes

studied law, he was admitted to the bar. For a time he practiced successfully and might have won prominence in that field had he not directed his energies into other channels. After a few years of law practice he became interested in the detachable bicycle chain known as "Genuine Baldwin," and in 1896 he organized the Baldwin Chain & Manufacturing Company to manufacture the Genuine Baldwin, which soon found a ready sale on the market. At the outset the company employed only a few workmen, maintaining a plant on Herman street in Worcester. From that time forward Mr. Gates devoted his time and energy to the upbuilding of the business, making it what it is today.

In October, 1889, William H. Gates was married to Miss Sophia Alicia Fay, and they became the parents of five children: Helen Fay, who was graduated from the Worcester high school and from Smith College and is the wife of Seth Marshall Fetchet; Mildred Crocker, who supplemented her high school education by a violin course under the direction of one of the members of the Boston Symphony Orchestra and has become the wife of Donald B. Wheeler; Alice Wilhelmina, who was graduated from the high school and the Art Museum of Worcester, afterward spending two years in Europe for the purpose of studying sculpture and painting in Edinburgh and Paris; William H., Jr., whose sketch is published elsewhere in this volume; and Olive, who was graduated from Vassar College and the medical department of Yale University and is now connected with the Children's Hospital of Boston in the capacity of pathologist.

The death of Mr. Gates occurred in 1926. He was a member of the Commonwealth Club and the Worcester Country Club. He devoted much time to the National Metal Trades Association, in the work of which he was deeply interested, acting as president of the Worcester branch for two years. His outstanding qualities were such as commanded for him the confidence and high regard of all who knew him, either in social or business relations, and as a manufacturer he made valuable contribution to the world's work, for the bicycle chain made by his factory became one of the important elements in the trade.

WILLIAM H. GATES, JR.

Entering the plant of the Baldwin Chain & Manufacturing Company of Worcester when a youth of fourteen, William H. Gates, Jr., has worked his way upward to the positions of production manager and purchasing agent of this substantial industrial enterprise and has become widely recognized as a young man of special adaptability in this field of business. He was born in Worcester, January 23, 1898, a son of William H. and Sophia Alicia (Fay) Gates. The father passed away in September, 1926.

Following the completion of his studies in the Worcester high school, William H. Gates, Jr., entered Phillips Academy of Andover, Massachusetts, from which he was graduated in 1918. The period of his youth was a busy one, for when but fourteen years of age he entered the plant

of the Baldwin Chain & Manufacturing Company, of which his father was the head, working after school hours and during summer vacations until he finished his academic course, when he became a full-time employe. As above stated, he is now production manager and purchasing agent of the company and is also a member of its board of directors. With the passing years the business has grown to extensive and profitable proportions and his intelligently directed efforts have constituted no inconsiderable element in its continued success.

In October, 1922, Mr. Gates was united in marriage to Miss Alice M. Keating, of Worcester, and they are the parents of three children: Barbara Anne, Marie Louise and William Herbert. They are deservedly popular in social circles of their community and Mr. Gates' many friends feel no hesitancy in predicting for him a bright future in his particular field of industry.

FRANK J. WESCHLER.

Frank J. Weschler, president and treasurer of the Baldwin Chain & Manufacturing Company, with plant and offices on Southbridge street in Worcester, was born in Erie, Pennsylvania, March 6, 1883, a son of Leo B. and Anna (Kimmeth) Weschler, the former also a native of that city, while the latter was born in Bavaria, Germany. In the acquirement of an education Frank J. Weschler attended the grammar and high schools of Erie, continuing his studies in Chicago. He initiated his business experience as an employe of the Black Manufacturing Company, an Erie corporation engaged in the manufacture of the Tribune-Blue Streak bicycle, working in the plant during school vacations. In 1901 he started to work in earnest, giving his entire time thereto. For one year he was connected with the service department of the company, which at the end of that time was absorbed by the American Bicycle Company. The Erie plant was then closed, and Mr. Weschler came east with the company to work in its plant at Westfield, Massachusetts, remaining there until 1906. He then joined the Hendee Manufacturing Company of Springfield, Massachusetts, makers of the Indian motorcycles, in the capacity of sales manager. In 1909 he was clerk, becoming treasurer in 1910, and in 1920 was made vice president in charge of finance and sales. In 1922 he was elected president and general manager, which position he filled until May, 1927, when he sold his interest in the business and became connected with the Baldwin Chain & Manufacturing Company as president and treasurer. In the performance of his new duties he brought to bear wide experience and marked capability, and under his guidance the Baldwin Chain & Manufacturing Company is making steady and gratifying progress. Mr. Weschler is also trustee of the Hampden Savings Bank of Springfield and a director of the Merchants Acceptance Corporation of Springfield.

On the 26th of April, 1906, Mr. Weschler was married in Springfield to Miss Carolyn Caffrey, who passed away in 1921, and on the 19th of June, 1926, he married Theresa Caffrey Moran, also of Springfield. His children are: Dorothy, twenty-one years of age, who was graduated from

the Springfield high school and from the Sargent school; Lillian, aged seventeen years, who is attending the Academy of Our Lady of the Elms at Chicopee, Massachusetts; Eleanor, fourteen years of age, now a high school pupil; and Anna, who has attained the age of eleven years and is attending grammar school.

Mr. Weschler is a member of the Chamber of Commerce and is well known in club circles, belonging to the Worcester City Club, the Commonwealth Club, the Tekoa Country Club of Westfield and the Amherst Golf Club, the last named being indicative of his recreation. The major part of his time and attention, however, is given to business, and his course has ever been a forward one, bringing him a broader outlook and wider opportunities.

LARSON TOOL & STAMPING COMPANY

Mechanical ingenuity and technical excellence have been vital forces in the growth and success of the Larson Tool & Stamping Company of Attleboro, which was established and incorporated in March, 1920, with N. G. Larson as president, C. G. Larson as vice president and secretary and C. W. Cederberg as treasurer. This company manufactures metal stampings on contract, tools and dies and special machinery, and its products are sold from coast to coast in the United States and in Canada as well, while employment is given to about sixty people.

C. W. Cederberg, the treasurer of the Larson Tool & Stamping Company, is a native of Providence, Rhode Island, having been born in that city March 27, 1897. He continued his education through the Providence high school, also attended a business college and took private correspondence courses. For a time he was engaged in the hardware business in Providence and later gave his attention to ship repair work in that city. In February, 1920, he came to Attleboro and assisted in organizing the Larson Tool Company, being the first one to draw a salary from the company. He was made treasurer upon the incorporation of the business and has filled the office since that date. He is also a director of the So-Lo Jack Company.

Mr. Cederberg has a war record, inasmuch as he enlisted in September, 1918, from Providence and was assigned to draft board duty at the state house in that city, where he served until receiving his discharge in December, 1918. Fraternally he is a Mason and he finds rest and recreation in fishing and outdoor sports.

On the 15th of April, 1922, Mr. Cederberg was married to Miss Ethel F. Larson, a daughter of N. G. Larson, and they have two children, Constance and Richard.

The So-Lo Jack Company, which was incorporated in June, 1925, with Joseph F. Rioux as president, Harold E. Sweet as vice president and Edwin F. Leach as treasurer, handles automobile jacks. These, however,

are made by the Larson Tool Company under contract, being produced in the same plant, and the product is sold by jobbers throughout the world. The plant is located on Olive street in Attleboro and has about ten thousand square feet of floor space.

NATHAN H. POOR COMPANY

Nathan H. Poor, founder of the Nathan H. Poor Company, a pioneer in the application of scientific methods to tanning and the finishing of sheep and goat skins, formed the partnership of Henderson & Poor, in 1875, and became president of the concern that bears his name in 1899. Four years later the company moved to its new factory—the first in the United States to use the fan system for the drying of skins, a policy since adopted by all the leading manufacturers. Mr. Poor also originated the idea of coloring skins in a drum or wheel, a method which provided more uniform colors than was possible under the old hand treatment.

In 1926 it brought outa chamois leather, white in color, that is made by a new secret process, instead of employing the usual fish oil tannage.

Mr. Poor lived to the ripe old age of eighty-five years, dying April 17, 1927, but he was active in the management of the concern to the end.

The Nathan H. Poor Company employs upwards of 100 operatives, and its present officers are: President, Nathan H. Poor, son of the founder; treasurer, George H. Poor; and secretary, William P. Trask.

NATHAN H. POOR

Nathan H. Poor was the founder and promoter of the Nathan H. Poor Company of Peabody. Not only as the architect of his own fortunes did he build wisely and well but as a contributor to the industrial progress and improvement of his community. In fact he was prominent in the leather trade of New England for many years, and the tanning and leather manufacturing industry which he established in Peabody in 1875 remains as a monument to his business ability and his progressive spirit.

Mr. Poor was born in Peabody, April 14, 1842, and came of a family that through many generations had been closely and actively associated with the leather trade of New England, his father continuing in the same line. When fourteen years of age Nathan H. Poor began working at the shoemaker's trade and two years afterward became an apprentice to the business of morocco dressing as an employe of the firm of Roberts & Moore. He closely applied himself to the mastery of the business and had made such progress that when but nineteen years of age he was given full charge of the factory. About 1863 he was made manager of the finishing in the factory of Pemberton & Son of Peabody and further advancement came to him in 1870, when he was appointed superintendent



NATHAN H. POOR COMPANY

of the Peabody factory of Charles H. Tigh. The plant at that time was considered the most modern and best appointed morocco leather factory in the country, and Mr. Poor remained in charge for five years. On the expiration of that period he carried out a long cherished ambition to engage in business for himself, becoming a partner in the firm of Hutchinson & Poor.

Mr. Poor was always actuated by the spirit of the pioneer, inasmuch as he was ever seeking out new and improved methods, and he was the first to utilize the fan system in conjunction with exhaust steam for drying skins when he removed the business to its present location on Lowell street in 1903. The idea which he then put to practical use has since been adopted by all the leading manufacturers throughout the country. He was also the originator of the idea of coloring skins in a drum or wheel and he brought out other ideas of great value to the trade and widely used. The plant which he established on Lowell street is one of the best equipped and most modern to be found anywhere, the machines being operated by electrical power generated by the company.

In 1910 the corporation surrendered its charter and the business was reorganized as a partnership concern under the style of Nathan H. Poor & Company, Mr. Poor being joined by his sons, George H., Arthur K. and Charles F., together with Frank H. Sanger. The business was carried on in that way for fourteen years and was then incorporated December 31, 1924, as the Nathan H. Poor Company, with Mr. Poor as president, George H. Poor treasurer and general manager, Nathan H. Poor (II), grandson of the founder as vice president and superintendent, and William P. Trask secretary and office manager. Under the control of these officials the business was carried steadily forward, success continuously attending the enterprise. Nathan H. Poor remained at the head of the organization until his death, April 17, 1927, and was instrumental in developing an institution of great value to the city. He was a man of sound judgment, at all times actuated by the spirit of progress, and his labors were far-reaching and resultant.

NATHAN H. POOR (II)

Nathan H. Poor (II) is of the third generation connected with the leather manufacturing business of the Nathan H. Poor Company of Peabody. He was born in Danvers, Massachusetts, October 26, 1890, and is a son of George H. and Mary J. (Fuller) Poor. He received liberal technical training for the line of business to which he has given his attention, his public school course being supplemented by study in the Lowell Textile School and in the Massachusetts Institute of Technology. Since 1912 he has been continuously associated with his father, who two years before was admitted to a partnership in the business that had been established by his father, Nathan H. Poor, the founder of the enterprise in 1875.

Throughout the intervening years, covering more than a half century, this business has flourished as one of the chief productive industries of Peabody. Nathan H. Poor (II) received his practical training under his father and has been identified with the business continuously since 1912, having been elected to the presidency in April, 1927. He is thus active in the management, which calls forth his best efforts for the further development of the business and the extension of its trade connections, fully maintaining the high reputation which has always been enjoyed by the company.

Mr. Poor was united in marriage to Miss Naomi Kearns, of Danvers, Massachusetts, and they have three children. He is a member of the Salem Country Club and a York Rite Mason.

GEORGE H. POOR

The name of Poor has long figured prominently in connection with the leather industry of New England and George H. Poor is active along a line in which his ancestors have been widely known through several generations. He is serving as treasurer of the Nathan H. Poor Company of Peabody, handling sheep skins and leather, and his efforts have been an element in the growth and development of the business.

Peabody numbers him among its native sons, his birth having here occurred January 20, 1866, his parents being Nathan H. and Mary S. (Lufkin) Poor. When he had completed his education he became connected with the leather and sheep business and has always continued in this field of activity. He was admitted to a partnership in the business which was established by his father in 1875 and which has since been in continuous existence. He became a partner in the enterprise in 1910, when his father gave a share in the business to each of his three sons. In 1914 the Nathan H. Poor Company was incorporated, and George H. Poor has since been treasurer, directing the financial policy of the undertaking. He is also a trustee of the Danvers Savings Bank.

On the 9th of January, 1889, in Danvers, Massachusetts, Mr. Poor was married to Miss Mary J. Fuller, who was born June 9, 1863, and they became the parents of two children: Nathan H. (II), who married Naomi Kearns; and Marion F., who is the wife of Ernest S. Learoyd. Mr. and Mrs. Poor have membership in the First Congregational church of Danvers.

WILLIAM P. TRASK

William P. Trask, secretary of the Nathan H. Poor Company, has been associated with the business since 1914 and has had official connection therewith for five years. He was born in Peabody, November 19, 1895,

and in the acquirement of an education passed through consecutive grades to the high school, while subsequently he attended Brown University. He was a youth of nineteen years when he obtained a position in the office of the Nathan H. Poor Company, tanners and leather manufacturers, and from that time he has been continuously connected with the business, working his way steadily upward through the development of his powers, now manifest in an efficiency that enables him to successfully direct the interests of the business as one of its officials. He was called to the office of secretary December 31, 1924, and is also general office manager. He is familiar with every phase of the business, and alert and enterprising, he is active in keeping the industry abreast of the most progressive methods of the times.

In October, 1925, Mr. Trask was married to Miss Evelyn W. Van Dyke, of Peabody, and they have one son, William. Mr. Trask belongs to the Salem Country Club and is a Scottish Rite Mason and a member of the Aleppo Temple of the Mystic Shrine. He is widely and favorably known in the city in which his life has been spent, and his stability of purpose has constituted the strong foundation upon which he has built his success.

GOTTFRIED E. LUND

Among the successful representatives of industrial interests in Gardner and Worcester county is Gottfried E. Lund, treasurer and general manager of the Gardner General Foundry, Inc., in which he owns the controlling interest. He was born in Sweden, July 1, 1881, a son of John and Mary (Anderson) Lund, and acquired his education in the schools of his native country. After putting aside his textbooks he obtained work in a gun manufactory in Sweden, where he was thus employed until twenty-two years of age, working first in the machine shop and afterward in the foundry. In 1903 he crossed the Atlantic to the United States, making his way to Gardner, Massachusetts.

His first employment was in the foundry of the General Electric Company at Lynn, Massachusetts, while subsequently he worked in the foundries at Wollaston and Waltham, this state. On leaving the service of the General Electric Company he became connected with the Gardner General Foundry as a moulder and in 1922 bought an interest in the latter concern and was made its general manager. Eventually he acquired the controlling interest in the corporation, of which he is now treasurer and general manager. The Gardner General Foundry, capitalized for one hundred thousand dollars, makes a specialty of grey iron castings, and the growth and development of the enterprise is indicated in the fact that its original force of six men has been increased to forty. The most modern equipment has been installed and the most progressive methods characterize the conduct of the business.

On the 15th of September, 1909, Mr. Lund was united in marriage to

Anne Anderson, a native of Sweden. Their son, Warren, has been educated in the grade and high schools of Gardner and in Becker's Business College of Worcester. In religious faith Mr. Lund is a Lutheran. His business record is one of which he may well be proud, for the prosperity which he now enjoys is attributable entirely to his own efforts, his indefatigable industry and sound judgment. Coming to the new world after attaining his majority he eagerly availed himself of the opportunities for advancement here offered and with the passing years he has worked his way steadily upward to a place among the successful business men and respected citizens of his community.

BIGELOW, KENNARD & CO.

Just a hundred years ago, in 1830, John Bigelow, a jeweler and watchmaker opened his own store at the corner of Washington and State streets, next to the Old State House, and four years later he admitted his younger brother Alanson, to the firm, which became John Bigelow & Bro.

In 1838, a third brother, A. O. fl Bigelow joined the partnership, which was changed to Bigelow & Bros. and twenty years later Martin Parry Kennard was admitted, and the firm became Bigelow Bros. & Kennard. Afterwards other partners joined the enterprise and the firm name was changed to Bigelow, Kennard & Co. In 1879 a second Alanson Bigelow was admitted to the partnership, and thirteen years later the third Alanson Bigelow became identified with the house, and today he is the president and managing director of Bigelow, Kennard & Co. The Bigelow family still controls the concern and will take the organization well into its second century of existence.

ALANSON BIGELOW, Jr.

Alanson Bigelow, Jr., deserving more than passing notice in connection with the development of the jewelry trade in Boston, is now at the head of Bigelow, Kennard & Company, Inc., which places him as the directing force in an establishment which has been in existence for an entire century. Born in Cambridge, Massachusetts, in December, 1863, he is a son of Alanson and Elizabeth Ware (Lane) Bigelow, both of whom were natives of Boston. He attended the public and high schools of Cambridge and the Massachusetts Institute of Technology, Mechanic Arts, of class of 1886, and then pursued a special scientific course at Harvard for a year. He next became assistant superintendent of the Standish Mills in Plymouth, Massachusetts, devoted to the manufacture of Domett flannels. After two years spent in that connection he took over the mill and continued its operation for two years in the manufacture of yarns. In 1889, however, his father requested him to come into the jewelry house,



JOHN BIGELOW'S
First Store Next to the
OLD STATE HOUSE
Washington Street
1830



NEW STORE, BIGELOW, KENNARD & CO., INC.
Washington and West Streets, 1930

as one of the partners had passed away. He was immediately sent to Paris for a year, there to learn diamonds, pearls and the fine arts connected with the jewelry business. Following his return to the United States he went out with one of the partners of the firm on what was termed the buyers' route, to familiarize himself with their methods of buying merchandise. These trips took him to England, France, Germany and other countries and broadened his knowledge and experience, so that he became an expert on diamonds, clocks, bronzes, china and fine glass. For over thirty years he has annually made this foreign trip, personally doing the buying for the house. It was a few years after he first became connected with the business that he was made a member of the firm and in 1912, when the firm was incorporated, he was elected president and general manager. The story of the development of one of the most notable jewelry houses of New England is told as follows:

"Over a hundred years ago a spirited and high principled youth was developing a jewelry business in this city. During the year 1830 he founded a business of his own on Washington street, next to the Old State House, opposite what is now the Webster & Atlas Bank, under the firm name of John Bigelow. A few years later he took in as his partner a younger brother, Alanson Bigelow, and they made the firm John Bigelow & Company. Then they changed this caption to Bigelow & Brother. In 1840 a second younger brother, Abraham O. Bigelow, was taken in and the firm changed to Bigelow & Brothers. On May 14, 1858, a clerk with them, Martin Parry Kennard, was given a partnership and the name changed to Bigelow Brothers & Kennard. In 1863 Frank T. Bemis was made a partner and the firm name was changed to the present one of Bigelow, Kennard & Company. Five years later, in 1868, Mr. Kennard's younger brother, William H. Kennard, was made a partner. In 1877 Alanson Bigelow of the next generation, son of the first Alanson, was taken into partnership. As this member of the second generation died four years ago at the age of eighty-seven, an idea of the span of service of this single family is to be seen. In 1889 Alanson Bigelow, Jr., of the third generation, son of the latter, was sent to live in Paris for enlightenment regarding diamonds and pearls, and the fine arts as connected with the jewelry business, and brought an expert knowledge of the old world to Bigelow, Kennard & Company. Alanson Bigelow, Jr., is president and managing director of the house, with his brother-in-law, Reginald C. Heath, as treasurer. This ancient organization, competent and solvent for a century, shows a brilliant stock chosen by connoisseurs, and throughout the whole store there shines an incorruptible spirit of good business and fair play." This is one of the oldest firms in the business and Bigelow, Kennard & Company, Inc., occupies a class by itself owing to the fine articles handled—articles which are not surpassed in any jewelry house of the entire country.

On the 16th of June, 1886, in Cambridge, Massachusetts, Mr. Bigelow was married to Miss Frances V. Cobb, of Brookline, Massachusetts,

who is a daughter of Albert A. Cobb, one of the old-time and well known shipowners and merchants of Boston.

In sporting circles Mr. Bigelow is known, being an expert pistol shot and an outstanding figure in yachting circles. He owns several boats, finds the keenest zest in racing his sailing craft and he holds membership in the Boston Yacht Club and the Cohasset Yacht Club. His qualities are such as make for leadership whether in commercial or sport circles, and few men are more widely known or popular in Boston than this representative of one of the oldest mercantile houses of the city.

GEORGE R. WALLACE

George R. Wallace, who for thirteen years has been president and treasurer of the Fitchburg Paper Company, is enabled as the result of his long experience to speak with convincing authority upon many subjects relative to the trade. He has always lived in Fitchburg, where he was born June 20, 1859, and where he pursued a high school education, which was followed by study in the Massachusetts Institute of Technology as a member of the class of 1881. When his textbooks were put aside he entered the plant of the Fitchburg Paper Company, established by his father, and bent his energies toward the mastery of the business in principle and detail. Step by step he progressed and when thoroughly familiar with the processes of manufacture and the trade relations of the house he was chosen president and treasurer of the company. In former years he was a director in various other corporations but has now practically resigned from all, desiring to cease from the strenuous activity demanded in his official connection.

Mr. Wallace has a son, George R., Jr., whose record follows this. In political circles Mr. Wallace has long been a well known figure. He was elected on the republican ticket as a member of the state senate for the term of 1903-4 and for three years he served as colonel on the staff of Governor Ames. During the World war period he was particularly active in Red Cross work and was also chairman of the public safety committee. He has membership connection with the Sons of the American Revolution.

GEORGE R. WALLACE, Jr.

George R. Wallace, Jr., vice president of the Fitchburg Paper Company, was born October 2, 1889, and since completing his education has been associated with his father. He attended the Fitchburg high school, and the Massachusetts Institute of Technology, where he studied as a member of the class of 1913. He then concentrated his attention upon the business of paper manufacturing and under the wise guidance of his

father he gained a broad and comprehensive knowledge of the business, which is today an important factor in the industrial activity of Fitchburg. Fifteen years ago the company was operating four machines in the manufacture of twelve hundred tons of paper yearly. Now it operates seven machines of an improved and much larger type and turns out thirty-five thousand tons annually, while employment is given to three hundred and fifty men. In addition to his connection with the Fitchburg Paper Company, Mr. Wallace is the vice president of the Fitchburg & Leominster Street Railroad, is a member of the board of investment of the Fitchburg Savings Bank and a director of the Fidelity Cooperative Bank.

On the 24th of May, 1923, Mr. Wallace married Miss Alice Georgia Wellington. By a former marriage he has one son, George R. (III), now thirteen years of age.

During the World war he joined the army as a private and after overseas duty returned as major of the Eleventh Field Artillery, having seen active service in the Meuse-Argonne campaigns. He was also on duty in England and was cited for gallantry in action in France. He is now vice commander of the Massachusetts Department of the American Legion. Keenly interested in the political situation, he has been an active party worker for many years, having served as chairman of the republican city committee of Fitchburg in 1911-12, as a member of the republican state committee in 1913, as an alternate delegate to the republican national convention in 1924 and as a delegate to the republican national convention in 1928. His social interests largely lie in the activities of the Oak Hill Country Club and the Fay Club, in both of which he holds membership, and he is also a member of the Union League Club of New York.

RICHARD BURRAGE CARTER

Since 1900 Richard Burrage Carter has been active in the management of The Carter's Ink Company of Cambridge. He was born April 8, 1877, in West Newton, Massachusetts, where his father, John Wilkins Carter, had settled after his marriage to Helen Burrage of Boston. After attending the Newton public schools and spending a year in Franklin College of Dresden, Germany, he entered Harvard University and was graduated in 1898, with an A. M. in 1899. In the following year he entered The Carter's Ink Company which was already well known throughout this country and abroad for its inks, adhesives, typewriter ribbons and carbon papers. As president of the company, he has always aimed to maintain the high standards of laboratory research, factory production, marketing and business policy which were set by his father, the founder of the business.

The business centering around Carter's inks first became known to the public in the year 1858, when William Carter, a wholesale paper merchant of Boston, began the manufacture of inks as a side line. At the

end of the Civil war his cousin, John W. Carter, who had volunteered during his freshman year at Harvard and then served three years as a commissioned officer in the regular army, was taken into the business and at once became interested in the ink line. In conjunction with J. P. Dinsmore, he bought out that part of the business and carried it on with increasing success until his death in 1895. The business was then incorporated as The Carter's Ink Company, with Mr. Carter's brother, James Richard Carter, as treasurer. In spite of his active connection with the paper house of Carter, Rice & Company, and his many other interests, he remained one of the guiding spirits of The Carter's Ink Company until his death in 1923. In the meantime the next generation had been coming to the front. Charles B. Gordon, after graduating from Dartmouth College in 1893, entered the company at the bottom and seven years later was made general manager. The present position of the company is largely due to his ability and devotion. He has also served as treasurer since 1923. Richard B. Carter, the elder son of John W. Carter, entered the business in 1900 and was subsequently made president of the company, which position he still holds. The last of the three present active officials is George P. Metcalf, who was graduated from the Harvard Law School in 1901 and practiced law in St. Paul, Minnesota for over twenty-five years, with various business interests on the side. After serving for some years as director of The Carter's Ink Company, he moved east in 1927 and became actively associated as vice president.

On June 28, 1906, in Newtonville, Richard B. Carter was married to Miss Annie I. Waterhouse, who passed away September 4, 1908. On December 28, 1914, he was married in Cincinnati, Ohio, to Miss Elizabeth Hobart of that city. She is a member of the Woman's City Club of Boston. Both Mr. and Mrs. Carter have always been active in the New Jerusalem church. He has been a director for many years of the Newton Welfare Bureau and served in the Newton constabulary from 1917 to 1919. A life-long resident of Newton, he holds membership in the Harvard Clubs of Boston and New York, the University Club, the Boston Art Club, the Newton Boat Club and the Brae Burn Country Club.

NATIONAL PACKAGING MACHINERY COMPANY

The large and important business which has been developed and is conducted under the name of the National Packaging Machinery Company, located at 459 Watertown street, Newtonville, has been one of steady growth, its processes being the natural unfolding of a business system that has made efficient service the ultimate requirement of all that it has undertaken. At the head of the company stands Percy E. Ginn, who brought to the starting point of the business much valuable experience. In 1909 he took over the management of the United States Automatic Box Machinery Company, which manufactured the "Brightwood"



NATIONAL PACKAGING MACHINERY COMPANY

paper box and carton forming machine under contract, maintaining only a small shop with two or three men for making special parts and repairs and doing installation work. This was the initial step which was followed by an advance movement when in 1911 Mr. Ginn purchased the business of the Scott Weighing Machine Company of Topeka, Kansas, and began a wider distribution of the "Scott" net weigher under the name of the National Packaging Machinery Company of Boston. Since then marked advance has been made in the manufacture of machines, their output being of the highest type. Improvement and progress have been the watchwords of the company. Having gained complete control of the "Brightwood" carton forming machine, which automatically feeds flat sheets from a stack, Mr. Ginn removed from the west end to larger quarters in the Jamaica Plain district in 1912 and since then additional space has been secured from time to time until the company now has three floors in each of two large adjoining buildings, with basement room for raw materials. From the beginning the company has constantly studied the question of improving packaging machinery and in 1916 began the construction of an improved type of top sealing machine that national units might complete the operations of forming, filling and sealing cartons. The next advanced step was in the production of a high speed wax wrapping or hermetical (heat) sealing machine, in two models, to meet the growing demand to preserve moisture content in such packages. Another forward step was made when a bottom sealer was produced to handle the standard knock-down or "glue end" type of carton, and this led to the development of a combined bottom and top sealer, built in one frame, to handle both empty and filled packages. As an alternative for the wax wrapper an efficient lining making and inserting machine, handling parchment or glassine paper, was added to this line, all of which has been marketed under the name of "Improved Johnson." In 1918 the "Codrington" bottle cartoning machine was undertaken to handle fragile articles or solid products which cannot be weighed. This is in reality an unique aggregation of units mounted on a common base which fills packages while in a horizontal position and closes both ends simultaneously. In addition to feeding and opening the carton and inserting the product this machine feeds, folds and inserts a sheet of advertising matter and/or a corrugated liner. After successfully handling at high speeds single objects such as a bottle of liquid, a block of magnesia, etc., machines have been built to carton two biscuits of "Shredded Wheat," four slabs of "Parowax," six steel-wool pads, twelve individual packages (such as tooth paste and smoking tobacco), twenty-four cakes of milk chocolate, etc. In 1921 the last and by no means least important step was taken to round out this most optional line of automatic packaging equipment. Six models of the "Improved Bond" straight line gross weighers, packers and fillers are all equipped with a special deaerating type of auger feeder which makes operation on fine, dry materials practically dustless—thus improving working conditions and reducing waste to a minimum. Viewing the sub-

ject from all angles, the "board of directors" has always been of one mind—to satisfy the customer. In the development of the business the company has met a need in packaging which has been of immense benefit to the commercial world. New and unusual features have been produced, each meeting a special requirement, and in their development the company has achieved the seemingly impossible. Today through their processes commodities are not only weighed and packaged but are closed or sealed ready for shipment, and any kind of commodity can be handled automatically in this way.

Early in 1928 the plant, continually requiring more space, was moved to 459 Watertown street, Newtonville, and there they occupy a brick and concrete building aggregating seventy thousand square feet, three hundred feet long and fifty feet in width, a large unused frontage facing Watertown street; separate power house and shipping room with ideal conditions for employees and with unlimited space for further expansion, as may be seen by the accompanying illustration.

PERCY E. GINN

The National Packaging Machinery Company stands as a monument to the enterprise, initiative and business ability of Percy E. Ginn, developer and builder of packaging machines at Newtonville. Maine claims him as a native son, for he was born in Ellsworth, that state, January 20, 1869. He completed his education in the Mitchell School, a military boys' boarding school at Billerica, Massachusetts, after which he initiated his business experience by working in the Boston office of Ginn & Company, schoolbook publishers. He was assigned to the shipping room and from a minor position advanced steadily by reason of his industry, perseverance and adaptability until he became assistant cashier. He was afterward transferred to the office of the company at Atlanta, Georgia, and remained there as manager for four years, developing a considerable trade for the house. At the end of that time he opened an office for the company at Dallas, Texas, where he remained for eleven years and then returned to New England to become identified with the manufacturing interests of Massachusetts.

In the meantime his uncle had purchased stock in the United States Automatic Box Machinery Company of Boston and in 1909 Percy E. Ginn took over the management of the business. As the years have passed, through carefully conserving his finances, he has been enabled to purchase every share of stock in the company and is now the sole owner. Prior to this, however, he established a side line of his own in the organization of the National Packaging Machinery Company for the building of all kinds of automatic packaging machines. The business is still carried on under that name and today includes the United States Automatic Box Machinery Company. It is one of the largest enterprises of the kind in New England



PERCY E. GINN

and has recently been installed in a new plant which is twice the size of its former plant. When Mr. Ginn became connected with the business there were only three men employed and something of the steady growth of the trade is shown in the fact that today there are one hundred men employed in the factory, while six salesmen represent the company on the road. No additional capital has ever been put in the business, the development of which has resulted from the reinvestment of profits. Great improvements have been made in the machines built, until now the company turns out machinery that will handle, close or seal every kind of a carton and weigh the contents. An extended account of the operations of the National Packaging Machinery Company is given on another page of this work. In addition to his interest in this business Mr. Ginn is a director of the Jamaica Plain Trust Company. He feels that he has no time for clubs or outside interests and that he is not yet old enough to take up golf. In a word he gives his undivided time and attention to business, with the result that he is today at the head of an enterprise that is accorded leadership in its line.

HAROLD E. DRAKE

Harold E. Drake is a well known representative of industrial interests in his native city as president of the Royal Steam Heater Company of Gardner, of which he has been the executive head for the past seven years. He was born in Gardner, Massachusetts, February 19, 1889, a son of Ellis and Emily A. (Partridge) Drake. The father passed away in 1924.

In the acquirement of an education Harold E. Drake attended the grammar and high schools of Gardner, Norwich University of Northfield, Vermont, and Cornell University of Ithaca, New York, being graduated from the last named institution with the degree of M. E. in 1911. Thus well qualified by liberal educational training for the practical and responsible duties of life, he entered business circles in association with his father as salesman and engineer for the Royal Steam Heater Company. Soon thereafter he was made clerk of the corporation and in 1922 took over its executive control as president, in which capacity he has most ably directed its operations and promoted its expansion. The company is represented on the road by several salesmen and furnishes employment to about fifty workmen, specializing in the manufacture of heating, ventilating and sprinkler system equipment, with branch in Worcester. The business is capitalized for thirty thousand dollars. Aside from his activities in this connection Mr. Drake is a director of the First National Bank and the Gardner Cooperative Bank.

In September, 1916, Mr. Drake was united in marriage to Mildred Davis, of Cutler, Maine, and they are the parents of two children, Harold E., Jr., and Martha. The wife and mother is a member of the Woman's Club.

Actively and helpfully interested in community welfare, Mr. Drake is doing effective work as a member of the school committee. Fraternally he is affiliated with the Masonic order, while his religious faith is indicated by his membership in the Congregational church, in which he is serving as clerk. He also belongs to the Rotary Club, to the Chamber of Commerce and to the Gardner Boat Club and he finds needed relaxation in fishing.

JOHN E. CARLSON

Throughout the past decade John E. Carlson has devoted his entire attention to his business interests as president of the Gardner Doll Carriage Company, engaged in the manufacture of reed products at Gardner, which he organized in association with his brother, A. Werner Carlson, in 1919. He was born in Finland, August 26, 1883, and pursued his education in the public schools of that country. Following his emigration to the United States he spent three years in the employ of the Heywood-Wakefield Company, manufacturers of reed furniture at Gardner, Massachusetts, while subsequently he worked at the carpenter's trade until 1919, when with his brother he founded what is known as the Gardner Doll Carriage Company, of which he has since remained the executive head. The corporation is capitalized for fifty thousand dollars and some idea of the growth and development of the business may be gained from the fact that the number of employes has been increased from six to one hundred and twenty-five.

On the 16th of November, 1907, Mr. Carlson was united in marriage to Hilda Kuniholm, of Finland, and they are the parents of four sons and a daughter, namely: Ruth, who is a graduate of Smith College; Norman and Herman, who have completed grammar and high school courses; John, a public school student; and Edward. In religious faith Mr. Carlson is a Lutheran. He has never had occasion to regret his determination to come to the new world, for here he found the opportunities which he sought and through their wise utilization has won a place among the successful manufacturers and highly esteemed citizens of his community.

A. WERNER CARLSON

A. Werner Carlson, widely known as a representative, enterprising and successful young manufacturer, is treasurer of the Gardner Doll Carriage Company of Gardner, which he founded in association with his brother, John E. Carlson, in 1919. He is a native of Finland, born July 25, 1892, and acquired a grammar school education in his youth. He was a lad of ten years when he first came to Gardner, Massachusetts, in 1902.

Here he entered upon an apprenticeship with the Frank W. Smith Company, manufacturers of silverware, with whom he spent four years in learning the trade of silversmith. Subsequently he removed to Providence, Rhode Island, where he engaged in the jewelry business on his own account for seven years, on the expiration of which period he returned to the service of the Frank W. Smith Company in Gardner, working at the bench. It was in 1919, as above stated that he joined his brother in organizing the Gardner Doll Carriage Company, of which he has since been treasurer, building up an industry of extensive and profitable proportions. Aside from his official connection with this large toy manufacturing enterprise Mr. Carlson is a director of the Gardner Metal Products Company and a director of the First National Bank of Gardner.

Mr. Carlson has rendered effective public service in the capacity of park commissioner and is an active member of the Chamber of Commerce and the Kiwanis Club. Moreover, he belongs to the Benevolent and Protective Order of Elks and he is a popular member of the Svea Gille, a Swedish club of Worcester, as well as of the Oak Hill Country Club, the Chair City Club and the Gardner Boat Club. His favorite form of recreation is golf.

CLEMENT KIMBALL STODDER

Clement Kimball Stodder, president and treasurer of The Savogran Company of Boston, extensive manufacturers of cleaning materials, has been continuously identified with this enterprise for more than a decade and succeeded his father in its ownership. A native son of Boston, he was born May 26, 1895, his parents being Charles Frederick and Helen (de Forest) Stodder. The father passed away in 1924.

In the acquirement of an education Clement K. Stodder finished the fifth-grade work of the public schools and then continued his studies in the Volkman private school, while subsequently he entered the Country Day School for Boys at Newton, Massachusetts. His intellectual training was completed in Harvard University, which institution conferred upon him the degree of Bachelor of Arts in 1917. The same year he joined Company E. of the One Hundred and Second Infantry of the National Guard, was made sergeant and in October, 1917, sailed for France with the Twenty-sixth Division. Following his honorable discharge from the army in 1919 he associated himself with his father in the conduct of The Savogran Company and at the time of the latter's death five years later he took over the business. Besides producing cleaning material that is sold in barrel lots, the company manufactures two specialties for distribution by hardware and paint jobbers. Mr. Stodder travels quite extensively in the interests of the business, keeping in contact with jobbers throughout the United States. Aside from his activities as president and treasurer of The Savogran Company, he is vice president and a director of the

Woodley Supply Company of Roxbury, Massachusetts, and he enjoys an enviable reputation as an enterprising and successful young business man of the Bay state.

On the 25th of February, 1922, Mr. Stodder was united in marriage to Miss Ann Frances Matthews of Dallas, Texas. They are the parents of a daughter and a son, Nancy and Clement Paxton, who are seven and four years of age, respectively. The mother is an active member of the College Club of Boston.

Since age conferred upon him the right of franchise Mr. Stodder has supported the men and measures of the republican party, believing that its principles are most conducive to good government. He has membership in the Boston Chamber of Commerce and belongs to the Executives Club and the Sales Managers Club of that body. He is a director of the New England Paint & Oil Club and a member of the Chestnut Hill Country Club, the Harvard Club and the Boston Athletic Association, and he finds pleasurable recreation in golf, squash and boating. He has a part in philanthropic work as a director of the Old Ladies Home of Roxbury. His religious faith is indicated by his membership in the Episcopal church, while fraternally he is affiliated with the Brookline Lodge of Masons.

GEORGE ERNEST DUFFY

There has always been a particularly close association and deep affection among the alumni of Dartmouth College and this was nowhere more manifest than in the life of George Ernest Duffy, who completed his course there as a member of the class of 1894. He was loved by his fellow students, and the same qualities insured him a high place in the regard, confidence and goodwill of his fellowmen as the years passed and he came to rank with the representative manufacturers of Worcester.

Mr. Duffy was born in Franklin, New Hampshire, September 5, 1870, a son of Michael and Mary (Fawdrey) Duffy. There were no spectacular phases in his youth, which was passed in the usual manner of the New England lad of that period. He was graduated from the Franklin high school in 1888 and was a member of the class of 1889 at the Tilton school. He made the most of his educational opportunities and when he entered Dartmouth he never lost sight of the primary purpose of college life, with the result that his was a steady and strong mental development and a scholarship rank that gave him a part in the commencement exercises of the class of 1894. He performed his college work with diligence and fidelity and won several oratorical prizes.

Mr. Duffy was always a man of action rather than of theory and had that impetus which caused him to bring things to pass, possessing an abounding vitality and executive power which made him a force in the industrial life of Massachusetts. He was the son of a textile manufacturer and soon after his graduation from college turned his attention



GEORGE E. DUFFEY

along that line of activity, taking up the manufacture of woollens and specializing for many years in the production of woolen cloaking and overcoating materials. His initial experience came to him in the mill of which his father was agent and in which he remained from the time of his graduation until the 1st of February, 1895. He then entered the employ of the M. T. Stevens & Sons Company, the largest individual woolen manufacturers of the country. In 1899 he was made superintendent of their mills at North Andover, Massachusetts, there remaining until the 1st of May, 1900, when he became general manager of the Charles River Woolen Company, which operated mills at Franklin and Bellingham, Massachusetts. Later came the chance to establish a business of his own and his laudable ambition prompted him to take advantage of this opportunity. On the 1st of January, 1910, he bought the E. D. Thayer Company woolen mills in Cherry Valley, a suburb of Worcester, and thereafter conducted the business under the style of the George E. Duffy Manufacturing Company. He placed the industry upon a substantial basis, and his trade increased in volume and in importance as the years went by. He was president and treasurer of the company, which enjoyed well earned fame in the manufacture of woolen cloakings and overcoating material. The success of the undertaking was due to a well equipped plant, dependable processes and the reliable methods and high commercial standard of its executive head. Having proven his capability in this connection, it was not surprising that Mr. Duffy's cooperation was sought in other fields and he became president of the Belmont Hosiery Company and the Acme Knitting Machine & Needle Company, contributing to the growth and prosperity of both organizations. He was a director of the Merchants National Bank, now the Worcester County National Bank, the largest national bank in New England outside of Boston, and was also a director of the Royal Worcester Corset Company. His business made full demands upon his time and energy, leaving him little leisure, and it was only when his resolution prompted that he would take a vacation, making a short trip to Europe or to points of interest on the American continent.

Mr. Duffy married Miss Grace M. Whipple and entered upon a most happy home life. As the years passed children added to the joy of the household and he always felt the keenest interest in their welfare and progress, doing all in his power to promote the happiness of his family. His children are Mrs. Edwin H. Cummings, Jr., of North Attleboro, Massachusetts; Mrs. Frederic C. Pew, Jr., of Birmingham, Michigan; and Ralph E. Duffy, of Worcester. It was his earnest desire that his son should become a Dartmouth College man, as he had done, and Ralph E. Duffy was graduated from his father's alma mater in 1923. He found keen pleasure in attending the reunions of his college classmates and delighted in meeting with them on other occasions. The death of Mrs. Duffy after a long illness so undermined the strength of her husband that he could not stand the strain of sorrow and he passed on in 1927. One of his college classmates wrote of him as follows:

"His judgment, zeal and energy were rewarded with exceptional suc-

cess. Fortunate in his happy marriage and in his worthy and admirable young family, he never lost sight of the less fortunate and less privileged. Having no relish for the limelight of public preferment, and sedulous in his devotion to the requirements of an exacting business, he was not recreant to the larger interests of community and society whenever his clear vision, wide sympathies or generous effort might serve them. He was a loyal classmate, enthusiastic in his attendance at reunions. At our quarter reunion he gave with his wonted generosity to the college of his youth, and again remembered Dartmouth in his will. Success never spoiled or tainted; strong in his achievements, he was stronger within himself."

RALPH E. DUFFY

Ralph E. Duffy is treasurer of the George E. Duffy Manufacturing Company of Worcester, engaged in the manufacture of woolen cloakings and overcoating material. Since its inception the business has grown steadily and under the guidance of Ralph E. Duffy its success is assured because of his thorough training in every department and his laudable ambition to broaden the interests of the house. He is yet a young man but his friends do not hesitate to prophesy for him a prosperous future.

Born in Franklin, Massachusetts, in 1900, Mr. Duffy is a son of George E. and Grace M. (Whipple) Duffy. He attended a grammar school in his native town and pursued his high school studies in Worcester. He next took a course in the Abbott Preparatory School at Farmington, Massachusetts, and completed his education at Dartmouth College, which conferred upon him the Bachelor of Arts degree in 1923. Immediately afterward he became associated with his father in the manufacture of woolen cloakings and overcoating material. For three and a half years he worked in the mill in various capacities, gaining an intimate and accurate knowledge of manufacturing processes and winning advancement through skill and merit until he was made assistant superintendent. In 1926, upon his father's death, he was elected treasurer and manager of the company and still acts in this dual capacity. Capitalized for eight hundred and twenty-two thousand, five hundred dollars, theirs is one of the largest woolen mills in Massachusetts, and they employ over two hundred operatives, both men and women. The factory is equipped with modern machinery and the most up-to-date processes are employed in the production of the goods which are sent out and which have made the George E. Duffy Manufacturing Company widely known to the trade. Forceful and resourceful, Ralph E. Duffy has also become president of the Belmont Hosiery Company of Belmont, New Hampshire, and a director of the Acme Knitting Machine Company of Franklin, that state.

On the 7th of May, 1927, Mr. Duffy was married to Miss Emily Walker,

of Andover, Massachusetts, and they have one son, George E. Duffy (II). They are Congregationalists in religious faith, and Mr. Duffy is a member of the Worcester Country Club and the Dartmouth Club of Worcester.

HERMANN P. RICCIUS

Hermann P. Riccius, secretary of the George E. Duffy Manufacturing Company of Worcester, was born in Millbury, Massachusetts, October 4, 1883, and there acquired his grammar school education, completing his high school studies in Worcester. Throughout his entire business life he has been connected with the manufacture of woollens, his initial experience coming to him when he secured an office position with the E. D. Thayer Company in 1900. His steady progress brought him to the secretaryship of the company in 1907, and he so continued after the business was sold to George E. Duffy in 1910. The value of his service was recognized by the new head of the concern, and he was retained as secretary, an office which he has filled continuously for almost twenty-three years. He is also a director of the Acme Knitting Mills of Franklin, New Hampshire.

During the World war Mr. Riccius was assigned to an infantry regiment and sent to the officers' training camp at Petersburg. He is affiliated with All Saints Episcopal church and holds membership in the Worcester Club and the Worcester City Club. His has been a life of unabating industry, and his diligence has constituted the foundation upon which he has builded his progress and his success.

K. PAUL HILANDER

K. Paul Hilander is conducting a successful and steadily growing business enterprise in the manufacture of beverages as owner and manager of the Maydale Spring Company of Maynard, the successor of the Maynard Bottling Company. He was born in Bjarneburg, Finland, September 17, 1889, his parents being John J. and Hannah (Alscuc) Hilander, also natives of Bjarneburg, where the father is a leading florist. His youth was devoted to the acquirement of an education and at the age of eighteen he left his native country for America, locating in Maynard, Massachusetts. However, his first employment with the Eastern Manufacturing Company took him to Brewer, Maine, where he continued for more than four years and was rapidly promoted until he had become foreman of the South Brewer plant. Next he went to Springfield, Massachusetts, where he was connected with the Boston & Albany Railroad in the capacity of roundhouse foreman for about a year. Thereafter he returned to Maynard and here was employed for a brief period as foreman with the Concord, Maynard & Hudson Street Railway Company, which has since

passed out of existence. Through the succeeding eighteen months he worked as fireman at the Maynard branch of the American Woolen Company, resigning this position to enter the service of the Maynard Bottling Company.

After a period of about six months, during which Mr. Hilander was employed in various capacities, the Maynard Bottling Company was re-organized and he became a member of the new firm in partnership with Abraham Pirnes. A short time later, however, Mr. Hilander purchased the interest of his associate and has since continued the business as sole owner and manager. In 1916 the company broadened the scope of its activities and the name was changed to the Maydale Spring Company. Mr. Hilander now utilizes ten auto trucks for delivery purposes and furnishes employment to about twenty people. His ginger ale and other products have found a ready sale all over New England and have won him an enviable reputation as a manufacturer of soft drinks, particularly by reason of the fact that he makes practically all of the necessary by-products himself.

On the 1st of March, 1913, at Maynard, Massachusetts, Mr. Hilander was united in marriage to Miss Helmi Keta, daughter of Herman Keta, a native of Finland. Mr. and Mrs. Hilander became the parents of two sons: Norman Robert, who was born October 27, 1914, and died in February, 1915; and Kenneth Norman, who was born October 7, 1916, and passed away March 13, 1918.

Mr. Hilander is an active member of the Lake Boone Improvement Association and a charter member of the Maynard Country Club. Fraternally he is identified with the Independent Order of Odd Fellows, the Benevolent and Protective Order of Elks and with the Masonic order, in which he has attained the thirty-second degree of the Scottish Rite and has also crossed the sands of the desert with the Nobles of the Mystic Shrine. Both he and his wife attend the services of the Congregational church in Maynard, where they reside and where they have gained many friends. For recreation Mr. Hilander turns to hunting and fishing, of which he is very fond. He has never regretted his determination to come to the new world, for here he has found the opportunities which he sought and in their wise utilization has attained a gratifying measure of prosperity.

ARTHUR TOLMAN HOWARD

Arthur Tolman Howard, founder of the Boston printing establishment conducted under the name of the A. T. Howard Company, departed this life on the 25th of March, 1912, when fifty-three years of age. He was born in Boston, Massachusetts, May 19, 1858, a son of James A. and Mary Ann (Tolman) Howard. His education was acquired in the public schools of Boston and Brookline, and when a youth of sixteen he went to New



JAMES M. HOWARD



A. T. HOWARD

York city as a buyer for his father, who was a dry goods merchant. Later he operated a gold mine in the Black Hills of South Dakota and on returning to Boston he became associated with his father in the dry goods business.

Eventually Mr. Howard entered the printing establishment of H. G. Collins, for he had always been interested in the art and in fact there was a small printing plant in the attic of his home. It was in 1894 that he began selling railroad and department-store form printing on his own account and four years later, in 1898, bought his first press, still in operation by the company, and embarked in the printing business. The business was incorporated in 1910 under the name of the A. T. Howard Company. It was Arthur T. Howard who introduced the combination runs in printing office forms. He continued at the head of the A. T. Howard Company throughout the remainder of his life and since his death, in 1912, his son, James M. Howard, has filled the official position of treasurer.

In early manhood Mr. Howard was united in marriage to Miss Adelaide O. Mitchell. In politics he was a strong republican. He held membership in the Boston Chamber of Commerce and in the Twentieth Century Club. His memory is cherished by many who knew him, and as the founder and promoter of one of the foremost printing establishments of Boston his record finds appropriate place in a publication of this nature.

JAMES M. HOWARD

James M. Howard, treasurer of the A. T. Howard Company, controlling one of the leading printing establishments of Boston, was born in this city March 19, 1882, a son of A. T. Howard, the founder of the business, who died in 1912. James M. Howard enjoyed the educational opportunities afforded by the public schools of Melrose, Massachusetts, and then entered Harvard University, from which he was graduated in 1907 with the Bachelor of Arts degree. When his college days were over he immediately became associated with the printing business of the A. T. Howard Company. This was incorporated in 1910 and in 1912 James M. Howard became treasurer of the company and has since continued in charge of its financial policy. He closely studies everything that has to do with the printing business and the development of his particular enterprise, and he is the vice president of the Boston Typothetae Board of Trade.

On the 3d of October, 1914, in Melrose, Mr. Howard married Gertrude Gile, of Melrose, Massachusetts, who was graduated from Radcliffe College in 1904. They have one son, Arthur T.

Mr. Howard was from 1908 until 1912 a member of the First Corps Cadets of Massachusetts. He largely devotes his leisure time to horse-back riding and is a member of the Metropolitan Riding Club. He also

belongs to the Harvard Club of Boston, the Twentieth Century Club, the University Club, the Puddingstone Club of Boston and to the Chamber of Commerce, and his interest in matters of citizenship is indicated in his support of all those projects and measures which tend to promote the general welfare.

SELECK M. SEARS

Select M. Sears has since 1909 been associated with the A. T. Howard Company of Boston and in 1912 was elected to the presidency, since which time he has continued as the chief executive officer of what is today one of the strong printing companies of the city. He was born at East Dennis, Cape Cod, Massachusetts, May 11, 1883, and completed a course in the East Dennis high school by graduation when fifteen years of age. In 1900 he arrived in Boston, where he has since made his home. He was at that time a youth of seventeen years and he began learning the printing trade as an employee of the Bartlett Press. In 1904 he established the S. M. Sears Company, which in 1907 was consolidated with the Bartlett Press under the name of the Bartlett Company. This firm went out of business in 1908, and in 1909 Mr. Sears became a salesman with A. T. Howard, who had one of the growing printing establishments of Boston, specializing on printing for railroads and department stores. The business has steadily developed with the passing years and in 1910 was incorporated, at which time Mr. Sears was elected vice president. Two years later A. T. Howard, the founder of the business, died and Mr. Sears was elected to the presidency, since which time he has directed the policy and guided the development of the business.

On the 17th of July, 1907, in Boston, Mr. Sears was married to Miss Rea Bacheller, of this city, and they have one child, Margaret. Mr. Sears is a member of the Chamber of Commerce, the Boston City Club, the Advertising Club of Boston, the Blue Hill Country Club, Inc., and the Bass River Golf Club. He finds his recreation in golf, fishing and hunting, largely utilizing his leisure hours in the pursuit of those sports.

ARTHUR EDWARD HATCH

On the pay roll of the C. F. Hatch Company, manufacturers of paper boxes, appear the names of five hundred employes, indicative of the volume of business annually done by a company which has long featured as one of the vital elements in the industrial growth and development of Lowell. Of this company Arthur Edward Hatch was the treasurer at the time of his death, which occurred July 25, 1929. He was born in Lowell, October 18, 1873, a son of Charles Frederick and Leora (Searle) Hatch. After at-



SELECK M. SEARS

tending the public schools and Andover Academy he entered Harvard University, in which he completed his course with the class of 1898. He then became associated with the business which had been established by his father in 1875 in a little plant on Prescott street, where from the beginning only high grade work was turned out. He began the manufacture of paper boxes and made the term "Hatch Service" synonymous with leadership, efficiency, dependability and satisfaction. Moreover, he possessed initiative that was manifest in original plans that were promptly executed. He was among the first to put forth the idea that art might be made a feature in box manufacturing, for previous to this time most box manufacturers had turned out an article of utility only. The C. F. Hatch Company began creating products which because of their attractiveness found ready sale to the users of paper boxes, who at once recognized the fact that their merchandise attractively displayed found much more ready sale. It was not long before the business had outgrown its original quarters and since that time various additions have been made to the plant as the scope of the business has broadened. Today the C. F. Hatch Company is known to all producers and manufacturers throughout the country who use any kind of paper box in connection with the sale of their products. The Hatch Company has always produced boxes of distinctive appearance, recognized at once as entirely different from those of other paper box manufacturers. Their ideas and methods have completely revolutionized the industry, and the greatest proof of their success is indicated in the fact that many other companies have followed their example in methods and policies.

When the business outgrew its original quarters an entire building was secured on Church street, and then with the continued expansion of the trade the company obtained space in the old Boston and Lowell depot and also utilized the old stone mill on Lawrence street, the machinery, however, being kept in the plant on Church street. Year by year their patronage grew until their customers were found in every part of the country and the increasing trade demanded still larger quarters. A removal was then made to Thorndike street, with floor space of four acres and with the most modern equipment for the conduct of the business. Railroad tracks were extended into the basement of the building, thus facilitating shipments and the arrival of freight. The plant is of modern construction, with electric equipment throughout which embodies many advanced ideas in the trade, while complete provision has been made for the safety, convenience and comfort of the employes. Indirect lighting is one feature of the plant which adds to the comfort of the workmen. Not only does the Hatch Company produce boxes of the most artistic and attractive designs but it also maintains a modern printing plant where much of the printing for box covers is done. The company has always made a study of the wishes of its patrons and is ready to meet any demand and carry out the ideas of its customers. The hearty cooperation between manufacturer and purchaser is one of the strong elements of the success of this business. The founder, C. F. Hatch, remained at the head of the enterprise until

his death in 1907, when the plant was taken over by his son, Arthur E. Hatch, who became general manager and treasurer. Today the company employs about five hundred workmen and its name is known throughout the length and breadth of the land as a synonym for the highest type of box manufacturing and for the most attractive and artistic products. Thus the business has been in existence for more than a half century and has long constituted a potent feature in the prosperity of Lowell. Arthur E. Hatch was also a director of the Appleton National Bank and the Morris Plan Company and a trustee of the Mechanics Savings Bank, his sound judgment in business affairs making his opinion of worth in the conduct of these financial institutions.

On the 31st of October, 1905, in Lowell, Mr. Hatch was married to Miss Maud Bowers. He belonged to the Vesper Country Club and the Yarrick Club of Harvard, and his public spirit was manifest in the fact that he was a charter member of the Rotary Club and a member of the Chamber of Commerce.

ROSS ADAMS HATCH

Ross Adams Hatch, president of the C. F. Hatch Company, internationally known box manufacturers doing business at Lowell, was here born March 23, 1887, a son of C. F. Hatch, founder and promoter of the business. Liberal educational advantages were accorded the son, who following his graduation from the Phillips-Andover Academy entered Harvard University, where he completed his course with the class of 1911. He then entered business circles as the associate of his brother, Arthur E. Hatch, who had succeeded to the business of paper box manufacturing that had been established by his father in 1875. Throughout all the intervening years the business has steadily grown, based upon the fact that the term "Hatch Service" means the best that can be given in the line in which they are engaged. The father was a man of marked enterprise and progressive spirit who recognized the fact that sales of merchandise would be greatly promoted if displayed in attractive boxes. He therefore added to the idea of utility in box manufacturing that of beauty and the public soon recognized the fact that his idea was of real financial worth to their business. Accordingly his trade grew rapidly and from time to time the plant of the company was enlarged until Lowell now has a splendidly equipped factory in the establishment of the C. F. Hatch Company and its products are sent throughout all sections of the country. Cooperation with its patrons has been one of the chief elements of success, for at all times the company has made it its purpose to give to its customers a line that would meet their requirements and carry out their ideas as to paper box containers. Becoming actively identified with the business on the completion of his college course, Ross A. Hatch has been continuously connected there-

with to the present time and for several years has occupied the office of president of the company.

On the 11th of April, 1917, in Lowell, Ross A. Hatch married Miss Marion Lee, of this city, and they have a daughter, Nancy Lee, born in 1918. Mr. Hatch finds his recreation largely in golf, is a member of the Vesper Country Club and also has membership in the Unitarian church.

WALTER I. PERRY

Walter I. Perry, president of the Bliss & Perry Company of Newburyport, has been actively identified with the shoe manufacturing industry here for the past thirty-eight years and has attained success and prominence in this connection. He is now and has been for many years a resident of Newbury, Essex county, Massachusetts. His birth occurred in Newburyport, January 4, 1869, his parents being Jonathan A. and Sarah M. (Adams) Perry. He completed a high school course at the place of his nativity by graduation with the class of 1885 and seven years later, in 1892, turned his attention to the manufacture of shoes, which business has claimed his energies continuously since. As president of the Bliss & Perry Company he has long occupied an outstanding position among the representatives of this industry in the Bay state and his success is the merited reward of wisely directed effort, sound judgment in business affairs and marked executive ability.

On the 15th of March, 1892, at Newburyport, Massachusetts, Mr. Perry was united in marriage to Miss May M. Welch, who was here born October 21, 1868. They are the parents of a daughter and two sons, namely: Beatrice C., the wife of James H. Shattuck; Donald I., who married Miss Lois Whitney; and Norman, who wedded Marion K. Lyons.

Appreciative of the social amenities of life, Mr. Perry has membership in the Haverhill Country Club, the Amesbury Country Club, the Ould Newbury Golf Club, the Dalton Club of Newburyport and the Boston Boot & Shoe Club. He attends the services of the Central Congregational church and fraternally is connected with the Knights of Pythias. Both he and his wife enjoy an extensive and favorable acquaintance throughout the community in which they have always lived and have the warm regard of a host of friends.

GEORGE HENRY BLISS

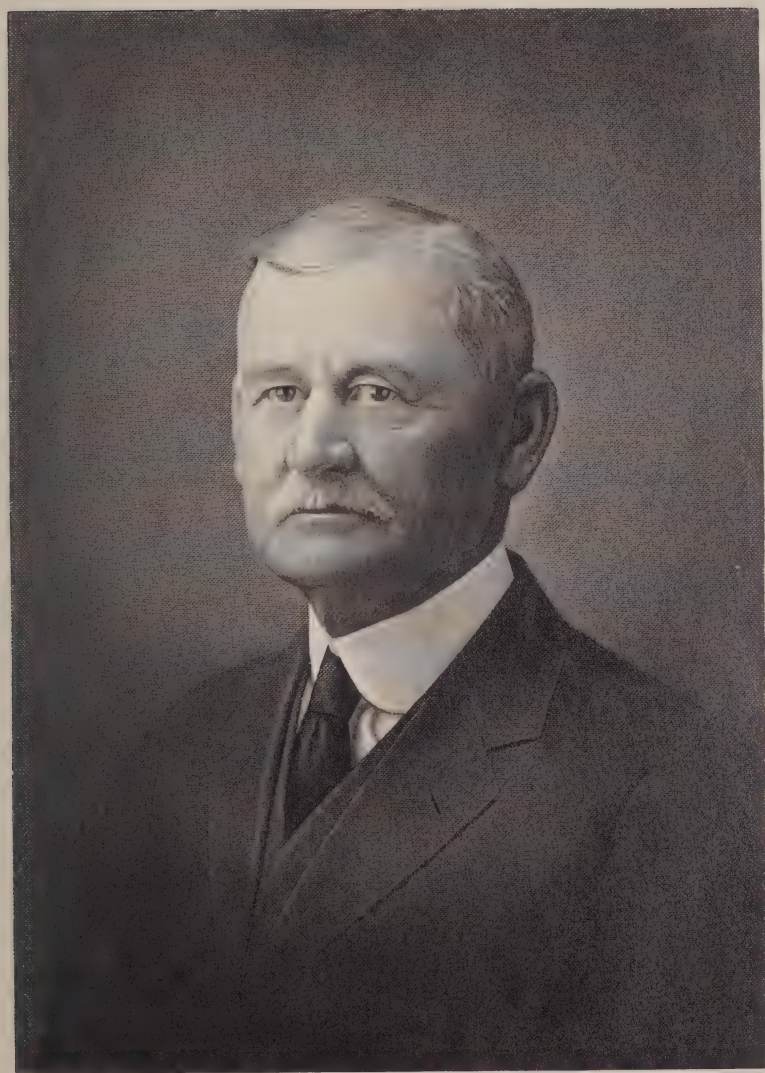
George Henry Bliss is a well known shoe manufacturer of Newburyport, his native city, as treasurer and a director of the Bliss & Perry Company, with which he has thus been officially identified since 1916. He was here born on the 21st of April, 1875, a son of Charles Henry and Emily A.

(Lydston) Bliss, and attended the Newburyport high school during the four-year period between 1888 and 1892. Through the succeeding four years he pursued a special course in the Massachusetts Institute of Technology and subsequently followed the profession of civil engineering and irrigation engineering. It was in 1916, as above stated, that he associated himself with the shoe manufacturing industry as treasurer of the Bliss & Perry Company of Newburyport and in this official capacity he has contributed materially to the steady expansion and growing success of the enterprise. He is one of the directors of the company and is also a director of the Merchants National Bank of Newburyport.

On the 26th of December, 1905, in Haverhill, Massachusetts, Mr. Bliss was married to Miss Elizabeth Florence Tuxbury, who was there born November 24, 1882. They have one daughter, Elizabeth Tuxbury Bliss, born June 27, 1914. Mr. Bliss is a consistent member of the Central Congregational church of Newburyport and at all times has exerted his influence for moral progress. His name is also on the membership rolls of the American Society of Civil Engineers, the Boston Society of Civil Engineers, the Dalton Club of Newburyport and the Ould Newbury Golf Club.

THOMAS E. CODY

The late Thomas E. Cody was a prominent representative of industrial interests in central Massachusetts as president and treasurer of the L. B. Ramsdell Company of Gardner, manufacturers of children's and dolls' go-carts, carriages and children's chairs, with which enterprise he was continuously connected for a period of fifty-eight years and which he represented in an official capacity for a quarter of a century. A lifelong resident of Worcester county, he was born at Ashburnham, July 12, 1855, and was in his seventy-fourth year when he passed away at Gardner in June, 1929. When not yet nine years of age he had come to Gardner as an orphan, being taken into the home of David Bickford, a friend of his father and mother, with whose family he lived until a youth of sixteen. In the meantime he had pursued his education as a grammar and high school pupil and had begun providing for his own support by working during holiday seasons and throughout his summer vacations. At the age of sixteen years he obtained employment in the plant of what is now known as the L. B. Ramsdell Company, then owned by Levi Warren, who later admitted John Lovell as a partner, Mr. Lovell finally buying Mr. Warren's entire interest. During the panic of 1873 Mr. Lovell was obliged to suspend and the plant passed under the ownership of the firm of Ramsdell & Goodall. Three years later Mr. Goodall gave his interest to Mr. Ramsdell, who conducted it under the name of L. B. Ramsdell for twenty-five years. In 1904 the business was reorganized and incorporated as the L. B. Ramsdell Company. During all these years and



Thomas E. Gosley

changes Mr. Cody had continued his active connection, and when the company was incorporated in 1904 he was admitted to an interest and made treasurer and business manager. In 1916 he became president, remaining the executive head of the enterprise to the time of his death. A contemporary biographer said of the L. B. Ramsdell Company: "Its development has been remarkable. This company were pioneers in the use of fibre in the manufacture of baby carriages and chairs, having begun the use of the material many years before it was adopted by practically all of their competitors. When Mr. Cody became identified with the business less than one dozen people were employed, while at present two hundred and fifty names appear on the pay roll of the plant, ten times the size of the one in which Mr. Cody first worked, and the L. B. Ramsdell Company is counted one of the really important industries of Gardner." Mr. Cody was a member of the board of directors of the First National Bank of Gardner and long ranked with the prosperous and influential citizens of his community.

In 1882 Mr. Cody was united in marriage to Miss Fannie Lippitt, of Petersham, Massachusetts, and they were parents of three children, of whom two survive, namely: Paul L., who has succeeded his father in the presidency of the L. B. Ramsdell Company; and Ruth A.

Mr. Cody manifested an active interest in public affairs and served for six years as a member of the board of selectmen of Gardner during the town administration. He was a member of the Gardner Chamber of Commerce and also belonged to several clubs, enjoying well deserved popularity in social as well as business circles. He justly merited the proud American title of a self-made man, for he had been dependent on his own resources from an early age and through the inherent force of his character, combined with unfaltering industry, marked business ability and worthy motives, had won a place among the representative and successful citizens of his native country.

PAUL L. CODY

Gardner's residents are familiar with the life record of Paul L. Cody, for he is a native son of the city and here received his business training under the direction of his father, at whose death in June, 1929, he succeeded to the presidency of the L. B. Ramsdell Company, manufacturers of baby and doll carriages and children's chairs. He was born in Gardner, Massachusetts, June 11, 1891, a son of Thomas E. and Fannie (Lippitt) Cody. A review of the career of his father, long the executive head of the L. B. Ramsdell Company, may be found on another page of this work.

In the acquirement of an education Paul L. Cody attended the grammar and high schools of Gardner and continued his studies in Clark University of Worcester, from which institution he was graduated with the degree of Bachelor of Arts in 1912. When his textbooks were put aside

he became associated with his father in the manufacture of baby carriages and chairs, thoroughly learning the business in its various departments and winning steady advancement as he proved his fitness for positions of increased responsibility. Thus he was well qualified to take over its active management when his father passed away in January, 1929, since which time he has bent his energies to executive control and administrative direction with most gratifying results. The L. B. Ramsdell Company enjoys an enviable reputation for the high quality of its output.

On the 14th of June, 1924, Mr. Cody was married to Miss Marguerite Sayre, of East Orange, New Jersey, and they are the parents of a daughter, Patricia, who is now four years of age. Mrs. Cody is active in the work of the Woman's Club and is also interested in the social and charitable affairs of the city.

A public-spirited, enterprising and progressive citizen, Mr. Cody has rendered effective service to his fellow townsmen as a member of the city council for the past few years. Fraternally he is affiliated with the Benevolent and Protective Order of Elks, while his religious faith is that of the Unitarian church. Mr. Cody is a young man of earnest and straightforward manner, loyal to his community and constant in his friendships, and all who know him hold him in the highest regard.

FRANK MAXANT

Among the prominent business enterprises of Ayer is the Chandler Machine Company, of which Frank Maxant is the president, and his careful management has resulted in the development of substantial success for the undertaking. He was born in Budapest, Hungary, in 1872 and is a son of Basil and Caroline (Binock) Maxant. He completed a high school course and later graduated from Royal Technology College in Magdeburg, Germany. In 1899 he became a pattern maker and afterward occupied the position of designing engineer in a large factory in Budapest, designing machinery for pumps and allied products. On severing that connection he came to the United States in 1905, devoting five years thereafter to the duties of chief designing engineer for the Jones & Laughlin Steel Company of Pittsburgh, Pennsylvania.

In 1909 Mr. Maxant went to Chicago, where he joined his brother, Basil, who a few years before had located there, and in that city they began business under the name of the Maxant Button & Supply Company at 118 South Clinton street. Of this company Frank Maxant is now the treasurer, while his brother is president. These two young men were the first to introduce the pleating business to America and deserve much credit for bringing into the country a business which has contributed in so large a measure to success in the field of garment manufacturing. In 1920 the brothers took over a factory in Ayer and this is now a part of their business, although it is operated under the name of the Chandler

Machine Company, with Frank Maxant as the president and his brother Basil as the treasurer. The brothers have taken out many patents upon improvements made in the line of machinery which they handle and their business now extends to practically every corner of the world. At Ayer, Frank Maxant employs about seventy people and in the entire organization they have more than two hundred and fifty employees.

On the 16th of August, 1902, Frank Maxant was married to Miss Hedwig Louise Wiebeck, of Magdeburg, and their children are: Arthur A., assistant to the vice president of the Cleveland Sewing Machine Company; Richard Curtis, a student at Boston University; Lucille Carolyn, now acting as private secretary to her father; William Theodore, who is a machine designer and road engineer for the company; and Henry Wilfred, attending Lawrence Academy.

Mr. Maxant and his family attend the Federated church and he is a member of the Masonic lodge, while in his political views he is a republican. His fellow townsmen know him as a modest man, giving credit to others and refusing honors for himself. The public also recognizes the fact that he is an expert in his line of business and well qualified for the position of leadership which he fills in this field.

BASIL MAXANT

Basil Maxant is associated with his brother, Frank Maxant, of Ayer, in the ownership of two business enterprises which are conducted as separate entities. He is now president of the Maxant Button & Supply Company at 118 South Clinton street in Chicago, Illinois, of which his brother is treasurer, and the latter is president of the Chandler Machine Company of Ayer, inventors and manufacturers of the Chandler accordion and knife plaiting, pinking machines and the Chandler steam plants.

Basil Maxant makes his headquarters in Chicago but was born in Budapest, Hungary, June 20, 1878. In early life he became connected with an English firm engaged in building tractors at Chatham, where he remained for four years. In 1902 he crossed the Atlantic and has since made his home in this country. For a year he was in the employ of the Allis-Chalmers Company of Chicago and afterward was associated with a locomotive company at Birmingham, Alabama. When he withdrew from that business he organized what became the Maxant Button & Supply Company, which was first established under a partnership relation by the two brothers and later was incorporated. When the Chandler Machine Company of Ayer, Massachusetts, went out of business the two brothers acquired the plant and reorganized the concern under the name of the Chandler Machine Company. They have invented and now manufacture the Chandler plain and fancy pleating machines and various pleating equipment. Their machines are unsurpassed for quality and for the kind of work turned out and the business has long since been placed upon a

paying basis. Basil Maxant deserves much credit for what he has accomplished as a designer, as a patentee and as an organizer of important interests. While unable to speak English in their youth, the two brothers acquired an intimate knowledge of the language, overcame many difficulties and through unfaltering perseverance have become well established in manufacturing circles of the country.

Basil Maxant was married to Miss Ella Sarnow and they have become the parents of six children: Edwin, who is manager of the Parker Embroidering & Braiding Company of Chicago, owned by the two brothers; Alice; William Howard, who is attending the University of Chicago; Ruth; Robert; and Grace. The family resides at Forest Park and Mr. Maxant is a third degree Mason and a member of the Baptist church. Both he and his brother have justly won the proud American title of self-made men and what they have accomplished should serve to inspire and encourage others, showing what can be done through individual effort.

HON. PEHR G. HOLMES

Pehr G. Holmes, conducting business at Worcester as the owner of the Pehr G. Holmes Electrotype Foundry, was born in Sweden, April 9, 1881, a son of John Jacob and Caroline (Johnson) Holmes, who in 1885 crossed the Atlantic and became residents of Worcester. The son accordingly acquired his education in the public schools of this city and started out in the business world as an employe of the Reid & Prince Manufacturing Company, working on screw machines. About a year later he secured a clerkship in a general store and in 1897 became connected with the A. A. Burnell Company, electrotypers, for the purpose of learning the trade. He availed himself of every opportunity to gain knowledge and experience and worked his way upward to the position of foreman of their electrotyping foundry. Still his ambition was not satisfied as he desired to engage in business for himself, and in 1909 started out independently with six employes in a small room. Today he employs twenty-four workmen, has eight thousand square feet of floor space, and his business is the largest of the kind in Worcester and in fact the largest individual enterprise of this character in New England. His trade comes from all sections of New England and to a considerable extent from New York. His progress has been the result of his industry, perseverance and determination and not only is he known as the owner of the Pehr G. Holmes Electrotype Foundry but also as a trustee of the Mechanics Savings Bank and as the vice president and a trustee of the Fairlawn Hospital.

On the 26th of May, 1903, Mr. Holmes was married to Miss Frieda C. Johnson, of Worcester, and they have two sons: W. Kenneth, seventeen years of age, now a high school pupil; and George Everett, aged seven years. Mrs. Holmes is active in the affairs of the Woman's Club, the



HON. PEHR G. HOLMES

Fairlawn Society, the Republican Club and in various social and charitable organizations.

Mr. Holmes has membership in the Worcester City Club, the Rotary Club, the Commonwealth Country Club, the Chamber of Commerce, the Masonic fraternity and the Independent Order of Odd Fellows. In the former he has taken the degrees of both the York and Scottish Rites and is a member of Aleppo Temple of the Mystic Shrine. He is affiliated with the Congregational church and in these associations are indicated much of the nature of his interests and the rules that govern him in life's varied relations. Along the line of business he is connected with the International Association of Electrotypers. He has long been a prominent figure in political circles, exerting a widely felt influence in the councils of the republican party, and for four years was a member of the city committee. For three years he was president of the Worcester County Republican Club; for eight years had voice in the city government, and in 1915-16 he was alderman at large and president of the board. His record as war mayor, covering the years from 1917 to 1920, inclusive, has been surpassed by none. In 1925 he became a member of the governor's council and filled the office through 1928. He is recognized as a man of ability, experience and integrity, and his public activities have given proof of his loyal citizenship and his devotion to the general welfare.

EDWARD A. FILENE

Edward A. Filene is prominently known in business circles as president of the William Filene's Sons Company of Boston and even more widely known because of his study of business conditions and opportunities and of the intricate economic problems which must be solved through theory, scientific analysis and practical understanding of business conditions. There are few men who are able to speak with equal authority upon general business questions and in all cases Mr. Filene's expressed opinion is based upon broad experience, logical deductions and an appreciation of the relation of cause and effect. He has carried his investigations far and wide into the realms of business and has been a pioneer in applying scientific methods and efficient organization to retail distribution. He has labored effectively to promote better organization of production and distribution not only in the United States but in Europe with a view to lowering costs and prices of commodities, eliminating waste, increasing wages and raising general living standards.

A lifelong resident of Massachusetts, Mr. Filene was born in Salem, a son of William and Clara (Ballin) Filene. In the public schools he passed through consecutive grades to his graduation from high school and then became active in the business that his father had established. Ever since its organization he has been the mainspring of William Filene's Sons Company, one of Boston's leading stores, and is now president of the

organization. Although he has always been the active head of this great enterprise he has never allowed individual interests to prevent his participation in civic and public affairs, especially those which touch the general interests of society at large and influence the trend of history.

Never, as in the present generation, has business been made a matter of scientific research leading to the recognition of every question which bears upon trade and commerce from the point of production to the ultimate disposal of the product to the consumer. The story of Mr. Filene's work in these lines of activity, if written in detail, would largely give a history of commercial enterprise during the past several decades. He was one of the organizers of the International Chamber of Commerce, of which he served as a director on its first board and is now a member of the executive committee of the American section as well as an advisory councillor and ex-officio member of the general committee on trade barriers. Feeling that cooperative effort must lie behind the improvement of economic, industrial, civic and educational conditions, he founded and became president of the Twentieth Century Fund, which now promotes work along those lines. Not only have his personal business affairs, as evidenced by his important part in the building up of the Filene store from small beginnings to the largest specialty store in the world, demonstrated his marked ability, but early in his career men began to take cognizance of his sound judgment when vital matters concerning business conditions were under discussion. His opinions were sought and his cooperation secured along lines that have marked many forward steps in the economic life not only of America but of Europe as well. He was one of the organizers and is a member of the council of administration of the International Management Institute at Geneva, Switzerland, and he served as a vice president of the International Congress of the Chambers of Commerce held at Boston in 1912. He took a leading part in the organization of the Boston Chamber of Commerce, served on its directorate, was at one time a member of its executive committee and also chairman of its industrial relations committee. He was equally active in the organization of the United States Chamber of Commerce and has served as a director and a member of its executive committee. The question of finance being one of the most vital elements in business progress, he has acted with the Stable Money Association, which made him an honorary vice president. He also approached the economic question from the labor standpoint and became a member of the general advisory council of the American Association for Labor Legislation. He has membership in the executive council of the National Economic League and was formerly identified with the executive committee of the National Council of Commerce. His ideas are never a matter of mere theory but are the result of a recognition of existing conditions in relation to opportunities and possibilities. Because of this he has been able to point out the way of progress in many instances and his views have found practical demonstration in the economic life of the country.

Moreover, Mr. Filene's personal efforts have been a direct contributing

element in the improvement of the city in which he makes his home. At one time he was chairman of the Metropolitan Planning Commission of Boston and formerly served as a director and member of the executive committee of the Boston City Club, of which he was one of the founders. Both at home and abroad during the World war period he served his government in many unofficial capacities, acting as chairman of the war shipping committee and as a member of the committee for war financing of the United States Chamber of Commerce. He has also been vice president of the executive committee and the former chairman of the finance committee of the League to Enforce Peace. He founded and financed through the Twentieth Century Fund the National Credit Union Extension Bureau, of which he is president, and which has organized and is directing the organization of cooperative credit associations throughout the United States. He joined with others in forming the Public Franchise League of Boston for the purpose of improving local transportation and securing cheaper gas for the city and at one time was the chief executive officer of the league. He organized and financed European Peace Awards in Great Britain, France, Germany and Italy in order to direct public opinions to problems of reconstruction. Recognition of the value of his services came to him when he was made an officer of the Legion of Honor of France, when Austria accorded him the Great Gold Cross of Merit and when Italy conferred upon him the decoration of the Order of the Crown.

Something of the scope of Mr. Filene's intense activity in bringing about the solution of national and international problems is indicated in his affiliation with the American Academy of Political and Social Science, the American Association for Labor Legislation, the American Civic Association, the American Economic Association, the American-Russian Chamber of Commerce, the American Statistical Society, the Austro-American Institute of Education, the Boston Chamber of Commerce, the Business Historical Society, the Chamber of Commerce of the United States, the Cleveland Chamber of Commerce, the Council on Foreign Relations, the East Asiatic Society, the English Speaking Union, the Ford Hall Forum, the Foreign Policy Association, the History of Science Society, the International Chamber of Commerce, the Italy-America Society, the League of Nations Non-Partisan Association, the National Child Labor Committee, the National Economic League, the National Institute of Social Sciences, the National Municipal League and the Taylor Society, in each of which he takes active part.

Naturally Mr. Filene has given to the world through published articles as well as public addresses the result of his deductions, being well known as the author of "The Way Out," published in American, French, English, German, Czechoslovakian and Russian editions; "More Profits from Merchandising," issued in American and German editions; and many articles on industrial, business and civic matters.

His social nature, too, has found expression in his identification with the membership of various clubs, including the Boston City Club, the Bostonian Society, the Twentieth Century Club of Boston, the National Arts

Club and Town Hall of New York, the Cosmos Club of Washington, D. C., the American Club of Paris, the International Club of Geneva, and Cercle Artistique et Litteraire of Paris.

THE STANLEY WOOLEN COMPANY

In 1886 the Hecla Mill was purchased by the Calumet Woolen Company and in December of that year this plant was illuminated by electricity—the first enterprise in the Blackstone Valley section to boast of such progress. The Calumet concern was liquidated in 1905 and the plant was bought by the late Arthur Wheelock, and Stanley H. Wheelock, a graduate of the Lowell Textile School, who organized the Stanley Woolen Company that year.

The story of this concern is embraced in the history of the Wheelock family, and its connection with the woolen industry of Uxbridge runs back to the building of the original Waucantuck Mill, by Jerry Wheelock, over a century ago. First manufacturing low-grade fabrics, the Stanley concern began the production of fine cassimeres and coatnigs and, during the World War, was the first American concern approached to manufacture thirty-ounce blue overcoatings for the French Army. After the United States entered the struggle, the mill completed contracts for 500,000 yards of khaki for the army, and later, executed large orders for the Italian and French governments. For ten years, cloakings for women constituted the product, and two years ago the manufacture of suitings for young men and fancy back overcoatings were commenced. In 1923, a four-story addition was built, which more than doubled the original space available for production. Upon the death of Arthur Wheelock, in 1927, Stanley H. Wheelock became president and treasurer of the corporation. Silas M. Wheelock is vice president. The corporation has capital of \$100,000 and employs 150 operatives.

The plant is equipped with eight sets of cards, fifty four broad looms, 3,400 woolen spindles, dyeing and finishing departments, two boilers and a water-wheel. In 1928-29 a large addition was made, which practically doubled the productive capacity of the plant.

STANLEY H. WHEELOCK

Stanley H. Wheelock has been an official of the Stanley Woolen Company since its organization in 1905 and is thus closely associated with an enterprise which has the distinction of having for its president and general manager a person who is of the fourth generation of textile manufacturers to operate a business in the same community. The plant is located at Uxbridge in the midst of an environment which furnishes excellent working and living conditions to its operatives.

Stanley H. Wheelock, a son of Arthur and Emogene Wheelock, was



Stanley H. Wheelock



STANLEY WOOLEN COMPANY

born in Uxbridge, July 15, 1879, and is the fourth of his name in direct line to bear a prominent part in woolen manufacturing in the town. He attended the Uxbridge schools, pursued his preparatory course in the Philips Exeter Academy at Exeter, New Hampshire, and was graduated from Williams College in 1902 with the Bachelor of Arts degree. He then pursued a technical course in the Lowell Textile School preparatory to becoming actively identified with the business in which the family was engaged. He completed a three years' course at Lowell in two years, this having been made possible in part through the advantages he derived from association with his father in the textile business, whereby he had gained a knowledge that it was unnecessary to acquire through textbooks in school. In 1905 the Stanley Woolen Company was organized by Arthur Wheelock and his son, Stanley H., the latter becoming secretary and a little later superintendent, while at the present writing he is president and treasurer. From the beginning he has taken a prominent part in the management of the business which he learned by working in the various departments of the mill from early boyhood. The enterprise has steadily grown and its trade relations have constantly expanded with the passing years. Mr. Wheelock has served as the president of the Worcester County Manufacturers Textile Association, which indicates his high standing among those similarly interested in this section of the state. His business activities include service as director and vice president of the Blackstone National Bank of Uxbridge, as trustee and member of the Investment Committee of the Uxbridge Savings Bank and as director of the Putnam Woolen Mills of Putnam, Connecticut.

On the 18th of December, 1915, Mr. Wheelock was married to Harriet F. Tobey of Boston, and they have three sons: Philip Stanley, born August 31, 1916; Arthur Kingsland, whose birth occurred September 19, 1918; and Walter Tobey, whose natal day was July 4, 1923. All were born in Boston.

The family home is in Uxbridge, a town to which the Revolutionary ancestor, Lieutenant Simeon Wheelock, led representatives of the name in 1763. Here during the World war period his descendant, Stanley H. Wheelock, served as chairman of the local food conservation commission and as a member of the public safety committee and in charge of the several war drives for funds, including the Young Men's Christian Association, Red Cross, Salvation Army and Liberty Loan drives. He has always fully recognized the duties and obligations as well as the privileges of citizenship and has sought to advance public welfare in many ways. He has always given his political allegiance to the republican party and for five years was a member of the republican state committee and has also served as a member of the republican town committee for an extended period, serving during much of that time as secretary. For several years he has been a permanent trustee of the Uxbridge public library and for over four years president of the board, and he is a member of the Taft Memorial Park Association and a member of the Uxbridge school committee, having served both organizations through a long period of years.

He has membership in Uxbridge Lodge, I. O. O. F., of which he is a past grand; in King Solomon's Temple, A. F. & A. M.; in the Williams Club of New York, the Tatnuck Club of Worcester and the Whitinsville Country Club. He is a director of the Carded Woolen Manufacturers Association; a member of the Home Market Club; a director of the Associated Industries of Massachusetts for the last few years; and a past president of the Blackstone Valley Agricultural Society, which is one of the few organizations of its kind to survive for nearly fifty years. His entire record reflects credit and honor upon an untarnished family name that for more than a century and a half has figured in connection with the development and the history of this part of the state.

RALPH MAURICE BUCK

Ralph Maurice Buck, manufacturer of Plywood Box and Panels and thus well known in industrial circles of Boston, was born in St. Albans, Vermont, March 8, 1889, a son of Erastus and E. Louise Buck. In the acquirement of his education he attended the high school at Newport, Vermont, from which he was graduated with the class of 1907, and then entered Goddard Seminary at Barre, Vermont, where he spent the succeeding year. He was also for one year a student in Dartmouth College as a member of the class of 1912. He then became connected with the paper manufacturing industry through association with the firm of Charles D. Brown & Company of Boston and thus obtained his initial experience along a line which qualified him for the duties which now devolve upon him in the manufacture of Plywood Box and Panels. For sixteen years he has been connected with this business, which was established under the name of the Nelson & Hall Company at Montgomery, Vermont. A removal was made to Boston and through a period of more than a decade and a half Ralph M. Buck has been connected with this growing enterprise, his business ability contributing in substantial measure to its expansion. He is wisely, carefully and successfully directing the interests of an extensive business as president of the Atlas Plywood Corporation, with offices at 31 St. James avenue in Boston.

On the 7th of November, 1913, in New York city, Mr. Buck was united in marriage to Miss Marion H. Thompson and they have one son, Samuel Lloyd. Mr. Buck attends the Episcopal church and has membership in the Masonic fraternity, belonging to lodge, chapter, commandery and Shrine. He is also a member of Phi Sigma Kappa and is well known in the club circles of the city through his membership in the University Club of Boston, the Madison Square Garden Club of Boston and the Waltham Country Club. He has never been remiss in the duties of citizenship and during the World war period acted as chairman of the Liberty Loan drives at Montgomery, Vermont, and also took part in the Red Cross work and other civilian activities during that period. Since 1920 he has served as

a member of the Vermont Commission of Foreign and Domestic Commerce, and he was a member of the Storow New England Railroad Commission.

JACOB FREDERICK BROWN

Continuously identified with the wool and textile business in Boston for more than a half century, Jacob Frederick Brown is now senior partner in the firm of Brown & Howe and the executive head of other equally extensive and important enterprises. A native of Newburyport, Essex county, Massachusetts, he was born August 30, 1862, his parents being Jacob Bartlett and Anna Augusta (Fitch) Brown. He was graduated from the Brown high school of Newburyport and in 1879, when a youth of seventeen, entered the service of A. M. Howland & Company, wool merchants of Boston, with whom he remained for a period of four years. Thereafter he was engaged in business as a wool broker on his own account from 1884 until 1892, when he became a member of the firm of Brown & Adams, wool commission merchants of Boston. With the passing years his interests have broadened in scope until at this time he is president of Brown & Howe, leading wool dealers of Boston; president of Wuskanut Mills, Inc., of Farnumsville, Massachusetts; president of the Roxbury Carpet Mills of Saxonville, Massachusetts; and a director of the National Shawmut Bank and the Shawmut Corporation.

On the 28th of April, 1892, in Boston, Mr. Brown was united in marriage to Mariette Starr Seeley and they have a daughter, Priscilla Burr, who was born in 1902. Mr. Brown is a Chapter Mason and has membership in various social organizations, including the Algonquin Club, of which he is president, the Brookline Country Club, the Congressional Country Club of Washington, the Eastern Yacht Club, the New York Yacht Club and the Boston Yacht Club.

EDWARD FREDERICK CULLEN

Edward Frederick Cullen, better known as E. Fred Cullen, is the president of the Johnson Educator Food Company, with offices on Sidney street in Cambridge. He makes his home at 447 Chestnut Hill avenue in Brookline. Born in East Weymouth, Massachusetts, in 1878, he is a son of Edward F. and Ellen E. Cullen. After attending the grade schools in his native town and after filling various minor positions he became connected with the National Biscuit Company, selling biscuits from a wagon. He remained with the corporation for ten years and won promotion to the important position of sales manager over fifty-two branches. This he resigned to become vice president and general manager of the

Loose-Wiles Biscuit Company at Boston, with which he was thus associated for a period of three years. In 1913 he joined the Johnson Educator Food Company as general manager and vice president and reorganized the business, thereby making it what it is today—one of the best known concerns in the field. After four years of persistent work he became president and has ever since been most active in the progress of the company. Through his resources in power, imagination and straightforward business dealing he has made the organization the outstanding concern that it is today.

During the World war Mr. Cullen served his country as an assistant to Mr. Hoover in food conservation work and for thirteen months his services in that connection showed further evidence of his ability to do for others in times of need. He has not held public office, nor is he a director in other corporations, though much in demand. He seeks no honors in the political field.

Mr. Cullen was married in Boston, in 1917, to Mary Stowell Ladd, who passed away leaving three children: Jean Stowell, Peggy Stowell and Ellene Stowell. In 1929, Mr. Cullen married Elizabeth S. Pevear of Brookline. He is a member of many clubs, among which may be mentioned the Exchange, Everglades, Bald Peak Country, Woodlawn Golf, Hatherly and Eastern Horse Clubs. Mr. Cullen is a modest, unassuming man, giving all his time to his growing business, the success of which is in a large measure due to his energy, ability and unusual personality.

JAMES MERRICK BUCK

James Merrick Buck is an enterprising and progressive young business man who has become well known in the chair manufacturing industry as president and treasurer of the E. R. Buck Chair Company of Clinton. He was born at Princeton, Massachusetts, October 14, 1891, and is a son of Eugene R. Buck and grandson of James O. Buck, a prominent agriculturist of Sterling, Massachusetts, who became the founder of the Buck chair industry. In the acquirement of an education James M. Buck attended the public schools of Princeton and Becker's Business College of Worcester. On putting aside his textbooks he became associated in business with his father, who was operating plants at both Sterling and West Sterling, Massachusetts, for the manufacture of various chair parts. Following his father's death, which occurred in 1915, he continued the operation of the Sterling plant for his uncle, Thurston Buck. In 1919 he purchased the business of his uncle and continued to carry it on in the usual way, buying chairs from his uncle's and other factories. In September, 1923, the business was incorporated and the plant equipped for the manufacturing of chairs. The business grew until it became necessary to erect another building to be used for finishing. While this was in progress misfortune came in the form of a fire, June 2, 1927, which



JAMES M. BUCK

burned the plant to the ground in a very few minutes. The next few weeks were devoted to finding a suitable place to start again. The plant in Clinton, owned by the Sterling Textile Company, was the best offer and proved to be an ideal location. Here the company began the manufacture of chairs in a modern four-story building. The business grew by leaps and bounds and present facilities make possible a weekly output of six carloads of chairs. Mr. Buck largely attributes his business success to Miss Regina S. Antonio, who has been the efficient secretary of the company for thirteen years, during which period she has not only become familiar with the operation of every machine in the factory but has also proved competent in the purchase of lumber and other raw materials. She became the wife of Mr. Buck in 1929 and is a true helpmate who still devotes practically all of her time to promoting her husband's business interests.

It was on the 8th of June, 1929, in Clinton, that Mr. Buck was united in marriage to Regina S. Antonio, who is active in the work of the Roman Catholic church and also has membership in the Quota Club of Worcester. Mr. Buck belongs to the Benevolent and Protective Order of Elks and to the Grange and while a resident of Sterling figured actively in public affairs, serving for three years as a member of the Sterling school committee, also as chief of the fire department and as chairman of the republican town committee of Sterling. Since his removal to Clinton, however, his business has demanded his entire attention. His military record covers service with the Massachusetts State Guard during the World war. A man of earnest purpose and sterling integrity and straightforward at all times, he is also cordial and friendly in his social relations, and commands the respect and good will of his fellowmen.

THE CUTTING DIE & MACHINE COMPANY OF AMERICA, INC.

A new page in the history of the cutting die industry was written with the recent consolidation of five well known concerns in this industry. The cutting die industry has only been making forward strides slowly in recent years. Industries using cutting dies have made more rapid progress than the cutting die manufacturers themselves. Consequently a greater responsibility has been placed on those manufacturers who supply the industry with equipment to render better and more complete service. This big consolidation is known as The Cutting Die & Machine Company of America, Inc., and was formed in order that the highest type of service might be available to the customers of its constituent companies and to the trade generally. The gathering together in a new corporation of these several long established and favorably known manufacturers makes possible the accomplishment of many things which could not have been successfully undertaken by any one of the former units. Better products and tools are the direct result of the consolidation of effort of its large corps

of eminent die makers. Their knowledge of technical engineering is centralized on each specific problem. Their long experience and thorough understanding of cutting dies, their uses and designs, insures quality workmanship and efficient service. In conjunction with the engineering department, there has been developed a department of research. This department works not alone on manufacturing problems, but more particularly devotes its energies to the scientific investigation and practical solution of the broad problems confronting the industry.

While The Cutting Die & Machine Company of America, Inc., manufactures a complete line of cutting dies, excruding form dies, and skiving knives, it at the same time offers for sale all items of accessories and supplies. Large-scale manufacture has proved to be a benefit to the industry. Quantity buying of raw materials, large volume production, with accompanying reduced operating costs and constant improvement of manufacturing facilities show real savings. These economies are reflected in higher quality.

These plants, strategically located, each manned by skilled workmen and trained inspectors, have been brought together under one head to offer a degree of service impossible of attainment as individuals. The headquarters of this new concern are in Lynn. James V. Knox, of Joseph E. Knox & Company of Lynn, is the president, general manager, and purchasing agent of this new organization. The Knox Company's plant is at 537 Broad street and has been continued at that location, where the headquarters offices of The Cutting Die & Machine Company of America, Inc., are also located.

The Cutting Die & Machine Company was incorporated under the laws of the commonwealth of Massachusetts to take over the business, good will, real estate, machinery, fixtures, fixed assets, and inventory of the following concerns: Joseph E. Knox & Company, Inc., Lynn, Massachusetts; O. M. Savels & Company, Worcester, Massachusetts; John Dewes-Gumbs Die Company, New York city; Brockton Die Company, Brockton, Massachusetts; and Hub Skiving Knife Company of Brockton, Massachusetts. This consolidated company is the second largest organization of its kind in the country, manufacturing all kinds of cutting dies for the shoe, leather, rubber, envelope, celluloid, collar, and novelty manufacturers, as well as fancy perforating dies for the shoe trade. Skiving knives for the boot and shoe trade and rubber trimming knives, as well as excruding rubber form dies, are also manufactured and distributed by this company.

The business of Joseph E. Knox & Company, now a Massachusetts corporation, was organized in 1855 as David Knox & Son for the manufacture of general shoe machinery. Gradually the manufacture of cutting dies was begun along with the manufacture of shoe machinery. In 1894 Joseph E. Knox broke away from the original concern and continued the die business as a separate organization called Joseph E. Knox & Company. In 1900 he moved to a new and improved plant on Almont street and finally was compelled in 1908, on account of increased business, to move to 380

Broad street. In 1912 Joseph E. Knox retired from active business and his son took it over. The business continued to grow until in 1923 a new factory three times the size of the old plant was built at 537 Broad street. This is the present location of the Joseph E. Knox & Company and the new factory stands for the last word in cutting die factory construction. This company has supplied the industry with dies in every country of the world.

O. M. Savels & Company was started in 1869 as Davis & Garfield. The name was finally changed to Davis, Savels & Company and in 1890 the company was reorganized under the name of O. M. Savels & Company. The expansion increased, and in 1901 a new plant was erected at the present location at Plum and Worcester streets, Worcester, Massachusetts. In 1926 an addition was built for this factory in order to take care of increased business. This plant supplies the trade in central Massachusetts, Connecticut, and New York state.

In 1905, John Dewes left Brockton and started business in New York city. The year 1908 saw him retiring and leaving the plant in charge of his son, who is still actively engaged in the management. In 1909 George A. Gumbs sold his interest in the New York Consolidated Die Company and acquired an interest in John Dewes-Gumbs Die Company, a New York corporation, and has been active in the management since his association with this company. This company supplies the specialty, envelope, celluloid, collar and shirt trade in New York, New Jersey and Pennsylvania.

Messrs. Tougas and Duprey started a machine shop and die business in Brockton in 1878. In 1893 Mr. Tougas became identified with the business and for the last fifteen years he has had complete charge of operations. During this period, the business was incorporated under the laws of Massachusetts as the Brockton Die Company. In 1927 the company acquired through purchase the Hub Skiving Company, which it now operates and which was formerly Reed & Thomas Skiving Knife Company. Additional equipment has been placed in operation from time to time so that its output has been materially increased.

The A. Dewes Company started in manufacturing in 1879, and was incorporated in 1915 as the New York Die Company. In October, 1929, this was taken over by the Cutting Die & Machine Company of America, Inc. In September of the same year they took over the Thomas D. Shaw & Company of Baltimore, which had started manufacturing in 1909. The Commonwealth Die Company of Manchester, New Hampshire, started the manufacturing of dies in 1923 and was also taken over by the Cutting Die & Machine Company in October, 1929.

The officers of this consolidation are as follows: James V. Knox, president, general manager and purchasing agent; Joseph C. Tougas, vice president and plant manager of Factory No. 3; George A. Gumbs, vice president and plant manager of Factory No. 4; Joseph K. Knox, vice president and plant manager of Factory No. 1; John Dewes, vice president; Orvis M. Savels, secretary and plant manager of Factory No. 2; O. Mendon Savels, Jr., treasurer; and Roy M. Knox, assistant treasurer.

The Cutting Die & Machine Company of America, Inc., recognizes the obligation it owes to the industry. It hopes and fully expects to do its full share in all those movements of national character which have for their purpose the advancement and upbuilding of the cutting die industry.

JAMES V. KNOX

James V. Knox is an outstanding figure in industrial circles of his native state as president and general manager of the newly incorporated Cutting Die & Machine Company of America, with headquarters at Lynn. He was there born in 1886, a son of Joseph E. and Elizabeth Knox, and acquired a public school education in his youth. From the beginning of his business career he has been identified with the cutting die industry, in which his father was engaged under the style of Joseph E. Knox & Company. He thoroughly acquainted himself with the business in principle and detail and took it over at the time of his father's retirement in 1912. Joseph E. Knox & Company was one of the five concerns recently consolidated under the name of The Cutting Die & Machine Company of America, Inc., of which James V. Knox was made the executive head and which is described at length on another page of this work.

On the 25th of October, 1911, in Lynn, Massachusetts, Mr. Knox was united in marriage to Phebe Harriet Patterson and they are the parents of two children, Kenneth Russell and Virginia Constance. Mr. Knox is an Episcopalian in religious faith, belonging to Wyman Memorial church at Marblehead, and fraternally is affiliated with the Benevolent and Protective Order of Elks. He is likewise a member of the Chamber of Commerce, the Superintendent and Foreman Club of the Shoe Manufacturers Association, and the Oxford Club and is highly esteemed in both social and business circles of the community in which he has always lived. The fact that he has been chosen president of a corporation formed of five cutting-die manufacturing concerns indicates his enviable standing among representatives of this industry and their faith in his ability to lead the way to greater achievement.

ROY MCKINLEY KNOX

Roy McKinley Knox, widely known as an enterprising and successful young business man of Lynn, his native city, has been actively identified with cutting die manufacturing during the past decade and is now assistant treasurer of the recently incorporated Cutting Die & Machine Company of America, Inc., which is a consolidation of five well known concerns in the cutting die industry. He was born November 5, 1897, a son of Joseph E. and Elizabeth Knox, and his education was acquired in

the Lynn public schools and in the English High School and Burdett Business College of Boston. He first engaged in accounting, but in 1919 turned his attention to the business of cutting die manufacturing, which has claimed his time and energies to the present. As above stated, he is now officially connected as assistant treasurer with The Cutting Die & Machine Company of America, Inc., at Lynn, Massachusetts, and is proving himself thoroughly qualified for the important duties which devolve upon him in this capacity.

At Lynn, Massachusetts, on the 16th of June, 1924, Mr. Knox was united in marriage to Miss Sadie O. Holmes, who was born June 2, 1900. They are the parents of a daughter, Priscilla Ruth.

Mr. Knox is a veteran of the World war. In June, 1917, he enlisted in the First Massachusetts Field Signal Battalion, which became the One Hundred and First Field Signal Battalion, Twenty-sixth Division, and was attached throughout the war to the One Hundred and Fourth Infantry of the Twenty-sixth Division. He received mustard gas burns in the Chateau-Thierry sector on July 21, 1919, and rejoined the One Hundred and Fourth Infantry in the St. Mihiel sector in September following. He has membership in Leon Abbot Post, No. 57, American Legion, and belongs also to the Ionic Club of Swampscott, Massachusetts, the Y. D. Club of Boston and the Y's Men's Club of Lynn. His religious faith is indicated by his membership in the Methodist Episcopal church of Lynn, while fraternally he is affiliated with Golden Fleece Lodge, A. F. & A. M., of Lynn, Massachusetts; Boston Lafayette Lodge of Perfection; Giles F. Yates Council of Princes of Jerusalem; Mount Olivet Chapter of Rose Croix; Massachusetts Consistory, S. P. R. S.; and Aleppo Temple, A. A. O. N. M. S. With the exception of the first named all of these Masonic bodies are in Boston.

GUY TALBOT CREESE

Guy Talbot Creese is a successful representative of the leather industry as secretary of the Creese & Cook Company of Danvers, which was founded by his father about thirty years ago. He was born in Danvers, Massachusetts, his parents being Walter T. and Lillian (Dodge) Creese, the former a native of Yeovil, England, and the latter of Gloversville, New York. Walter T. Creese, who was a little lad of five years when he accompanied his parents on their emigration to the United States, attended the public schools of Lowell, Massachusetts, and there subsequently turned his attention to the leather business. Thence he came to Danvers and here worked in a tannery until 1901, when he embarked in the leather business on his own account under the name of the Creese & Cook Company, which was incorporated for twenty-five thousand dollars. The concern is now capitalized at five hundred thousand dollars, employs two hundred operatives and is under the direction of the following officers: Henry W. Cook, presi-

dent; William H. Creese, vice president; Guy T. Creese, secretary; and Walter T. Creese, treasurer. The last named, now sixty-one years of age, has long figured prominently in public affairs in Danvers, where he formerly served as electric light commissioner and also as selectman. He represented the tenth district in the general assembly and was chosen senator from the second Essex district, acting as chairman of the taxation committee in the upper house of the legislature. In Masonry Walter T. Creese has attained the honorary thirty-third degree. His career has been an upright and honorable one in every relation and he has long enjoyed high standing in fraternal, industrial and civic circles of this section of the state.

Guy T. Creese acquired his early education as a public school pupil of Danvers, while subsequently he was graduated from the Lowell Textile Institute and later matriculated in the University of Maine. It was in 1913 that he became a chemist with the Creese & Cook Company of Danvers, which he now represents in the official capacity of secretary and to the success of which he has contributed in no small measure. Both he and his father, Walter T. Creese, are members of the corporation of the Salem Savings Bank.

In 1914, Guy T. Creese was united in marriage to Miss Avis Littlefield, also a native of Massachusetts, and to them have been born two sons, Philip and Walter. Mr. Creese is widely known as a progressive, enterprising and public-spirited citizen and has rendered effective service to his fellow townsmen as chairman of the Danvers water board. He is a member of the Greek letter society Beta Theta Pi and is also a worthy exemplar of the teachings and purposes of the Masonic fraternity, to which he belongs.

CLARK F. HIGGINS

Clark F. Higgins, president and treasurer of the Universal Hoist & Body Company of Everett, and also the Universal Pressed Steel Company of Boston, was born in Manchester, New Hampshire, in September, 1888, a son of George F. and Mary C. Higgins. He graduated from the Classical high school of Worcester, Massachusetts, in the class of 1908. He was a member of the class of 1912 at the Massachusetts Institute of Technology, later studying law at the Suffolk Law School of Boston.

Throughout his entire business career he has been engaged in the manufacture of structural iron and pressed metal products. In May, 1922, he organized the Universal Hoist & Body Company, a Massachusetts corporation, which during the first year of its existence did a business of about fifteen thousand dollars. In the intervening period its patronage has increased to international scope until in 1929 the annual volume of business reached over three hundred thousand dollars.

The company is specializing in the manufacture of hoists and bodies



Clark F. Higgins

which are sold to all lines of trade. For the past six years the company has been concentrating on the "Universal" high lift hoist and body which is used largely by coal dealers for delivery purposes, by junk dealers for dumping scrap metal into cars, and by contractors for dumping sand and gravel into cars, concrete mixers and smaller trucks. The hoist elevates the rear end of the body to nine or ten feet from the ground, at the same time throwing the front of the body up so that an angle of about thirty-five degrees is obtained. These hoists can also be used in the single dump position by merely switching a lever at the front of the hoist, an operation that takes approximately two seconds' time. The hoist will continue to operate either in the high lift or single dump position until it is the will of the operator to change to the other position. These hoists range from two ton capacity to the ten ton unit. One of the particular advantages of the high lift hoist in the coal trade is the fact that it makes delivery a one-man problem. These bodies when raised to full elevation will chute coal from twenty to sixty feet from the truck to the coal bin, depending on the terrain. If the location of the coal bin is such that it is impossible to chute the coal it is a simple matter to raise the body part way in the air to about the height of a man's shoulder and drop the bagging arrangement into position and fill the bags. One man can easily do this work in place of two or more that are required with the ordinary single dump. Another advantage of the high lift hoist in coal delivery problems is its piling ability. In dumping soft coal the hoist is thrown into high lift position and the tailgate opened. As the coal flows out the body raises, and acting as a big scoop piles the coal up seven or eight feet high.

Besides the "Universal" high lift hoist the company manufactures the "Universal" single dump, power operated and hand operated hoists. These are used by the general trade in all lines of business from farming to contracting work. In the manufacture of these bodies the highest grade material is used and each unit is not only well riveted with pneumatic hammers but it is also electrically welded throughout.

Among other products manufactured by the Universal Hoist & Body Company are steel storage tanks, lumber bodies and steel bodies of every description. The "Universal" people manufacture the entire hoist at their plant in Everett, even to the extent of cutting their own gears. While the business is one of the newer manufacturing enterprises of Massachusetts, it has shown remarkable growth and is still enjoying rapid development. Due to its location on the Atlantic sea coast, it is in a most favorable position for doing a large volume of business with the Pacific coast states and foreign countries.

The products are all covered by patents with a large number of claims and many of the patents are basic. From the beginning the plant of the company has been located in Everett, Massachusetts, and now furnishes employment to a large force of workmen. Hoisting machinery produced by the Universal Hoist & Body Company is sturdy, economical and of excellent quality.

About two years ago Mr. Higgins extended the scope of his activities

by organizing the Universal Pressed Steel Company. This company was organized primarily with a view of cutting the costs of manufacture of the hoists and bodies but is now doing a volume of business of about one hundred and fifty thousand dollars.

Besides manufacturing certain parts of the hoisting equipment for the Universal Hoist & Body Company, this company has developed a line of products all its own. Among them are gasoline pump tops, mail boxes suitable for the private home and for the apartment house, street ferrules, radio chassis and variable condenser housings, automatic street lighting devices, amplifier housings, oil cans, sleds, ash barrels, dies, tools, jigs, and a great many other lines of pressed metal work.

The mail boxes are marketed under the trade name "Safety-Mail" boxes. They are made of heavy galvanized iron with a bronze face plate, an aluminum face plate, or wrought brass face plate to coordinate with the architecture of the home. One of the more popular types of mail boxes is that which enables the postman to deposit the mail through a slot on the outside of the door and enables the owner to receive it in a receptacle on the inside of the house. Both businesses are located at one plant.

The military chapter in the life record of Mr. Higgins covers service at the Mexican border in 1916, the first training camp at Plattsburg, where he was commissioned a lieutenant in 1917, a tour of duty at Camp Devens, and an overseas tour with the Eighteenth Infantry of the First Division. He was wounded on two occasions in Meuse-Argonne offensive and at St. Mihiel, and was returned home incapacitated for further front-line duty in 1919. Mr. Higgins volunteered for duty during the Boston police strike and was made a captain of G Company, Twelfth Massachusetts Infantry.

Among the fraternities and organizations to which Mr. Higgins belongs is the American Legion, Masonic fraternity, and the Melrose City Club. He is a member of the Congregational church. Mr. Higgins was married in 1920 to Margaret Davidson, a native of New Brighton, Pennsylvania. Mrs. Higgins takes active part in community interests, is a member of the Melrose Women's Club and the Beethoven Society. Mr. and Mrs. Higgins have a daughter, Mary, who is six years of age.

PARKS-CRAMER COMPANY

The story of the development of the extensive industrial enterprise conducted by the Parks-Cramer Company of Fitchburg is a very interesting one. In 1842 Gilbert M. Parks was born in Westminster, Massachusetts. In 1872 he formed a partnership with John H. Carpenter and purchased a business in which both had been previously employed. Mr. Parks has been described as "in the largest sense a free man; free from the slavery of petty vices; free from the thrall of religious prejudice; always considerate of those whom he directed, in the spirit of that good will

and fairness born of his own love of liberty and justice." The partnership relation continued until the business was incorporated in 1901 as the G. M. Parks Company. About 1906 piping for fuel economy became a large factor in the business. In 1908 to further expand the piping business, the company began to sell the "Turbo Humidifier," invented by Albert W. Thompson, then of the Amoskeag Manufacturing Company. A few years later the company acquired an interest in the business of the Merrill Process Company of Boston, a specialty line with piping as an important incidental.

In 1918 a new corporation was formed known as the Parks-Cramer Company, which purchased the business of the G. M. Parks Company and that of Stuart W. Cramer of Charlotte, North Carolina, taking over both as going concerns. The executive offices are at Fitchburg, with factories both at Fitchburg and at Charlotte, North Carolina, and branch offices at Boston. The company is represented in Canada by the Parks-Cramer-Westaway Company of Hamilton, Ontario, and Montreal, Province of Quebec, in Great Britain and much of continental Europe by Cook & Co., Manchester, Ltd., of Manchester, in France and Belgium by Compagnie Ingersoll-Rand, in Bombay, and Calcutta, India, by the Ingersoll-Rand, Ltd., of India, and at Shanghai, Peking and other large centers in China by Elbrook, Inc.

A considerable part of the company's contract work is based on the plans, specifications and field work of its own engineers. The Company also employs several individuals, each a specialist in his line, doing research work, designing new devices, and there are also six traveling superintendents of construction and inspectors. Its force of office, shop and construction people numbers between three and five hundred and not a few of these are stockholders in the company.

One of the elements of the success of the business is its unique advertising. It employs a lecturer and movie operator traveling out of the Fitchburg office and another from Charlotte, and for a quarter of a century has published "Parks' Piping Parables," mailed monthly to a selected list of about thirty-five hundred people. Another publication, "The Fog Horn," devoted to the humidifier branch of the business, goes occasionally to about five thousand textile mills and printing plants, and a third publication called "600 Degrees F," is sent from time to time to four thousand firms connected with chemical and allied manufacturing, in the interests of the Merrill Process Department. There is also published a monthly sales bulletin for executives, sales and engineering departments and heads of all other departments. In 1924, after two years spent in gathering material, the company published a work of four hundred and eighty pages called "Air Conditioning in Textile Mills," which has had an extremely wide sale to teachers, students and others. At the textile shows in the north and the south and at the New York Chemical Show the Parks-Cramer Company always occupies space. Its movie "Thirsty Cotton" has been shown to more than fifty thousand people, often by request, to Rotary Clubs, Chambers of Commerce, etc.

The foreign business is at times extensive and during the World war period the Merrill Process Department furnished a large amount of equipment for the Edgewood Arsenal at Perryville, Maryland, and for the Du Ponts and other chemical manufacturers in connection with the manufacture of explosives and picric acid gases. Today, with its plants at Fitchburg and Charlotte, splendidly equipped with mechanical and engineering facilities, the company fabricates and assembles industrial piping and manufactures air conditioning apparatus and other specialties.

The officers of the Parks-Cramer Company are as follows: Howard M. Parks, president; A. W. Thompson and W. B. Hodge, vice presidents; and Robert S. Parks, treasurer and general manager.

PLYMOUTH CORDAGE COMPANY

PLYMOUTH'S LARGEST INDUSTRY

Following the early grist and fulling mills, and copper shops, set up in Plymouth, various types of manufactures were established in the town, but it was not until a little more than a century ago that industries of size and importance were locally developed.

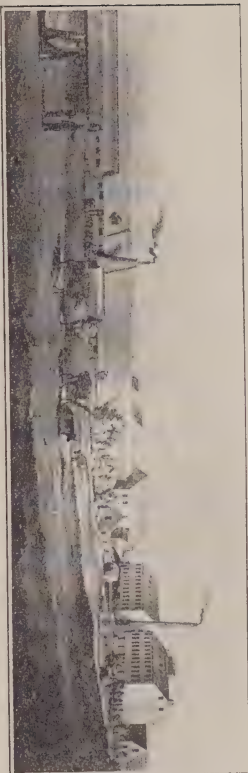
In January, 1824, a new tariff bill, increasing the duties over those that previously prevailed, was reported in the lower branch of Congress, and, after a long contest, was passed by a bare majority in each branch, and became a law on May 22nd, of that year.

By this act the duty on tarred cordage was raised to four cents a pound, and on untarred cordage to five cents per pound, while the duty on unmanufactured hemp was fixed at \$35 per ton. The passage of this bill not improbably determined the birth of the Plymouth Cordage Company, now more than a hundred years old.

That the previous protective tariff acts had produced good results is attested by what Hon. Edward Everett, then a professor at Harvard, said in an oration delivered at Plymouth, on the 204th anniversary of the landing of the Pilgrims, in December, 1824: "Within a few years what a happy change has taken place. The substantial clothing of our industrial classes is now the growth of our American soil and the texture of the American loom; the music of the water-wheel is heard on the banks of one thousand rural streams, and enterprise and skill with wealth, refinement, and prosperity in their wake, having studded the seashore with populous cities, all making their great progress of improvement through the interior, and sowing towns and villages as it were broadcast through the country."

Seven of the rope walks at the North End of Boston had been destroyed by fire, in 1794, after which they were rebuilt and destroyed again in 1819, and it was in 1824 that Mayor Quincy caused them all to be removed from the marshes (now the Back Bay district) at an expense to the city of \$55,000.

The special difficulties of the Boston rope-walks perhaps further encouraged Bourne Spooner in his plan to establish a cordage plant in Plymouth. On June 12, 1824, he, with William Lovering, Jr., John Dodd, John Russell and others, was incorporated as the Plymouth Cordage Com-



ONE OF THE EARLIEST VIEWS OF THE PLYMOUTH CORDAGE
COMPANY'S FACTORIES



PRESENT PLANT OF THE PLYMOUTH CORDAGE COMPANY

pany, for the purpose of manufacturing cordage, and on ugust 21, 1824, Spooner conveyed to the corporation, for \$1,800, Jackson's grist mill on the farm of Barnabas Hedge, and a certain ancient mill privilege where formerly stood a sawmill, on the road leading from Plymouth to Kingston.

Spooner's water privilege was on a small stream, hardly more than a brook, and it scarcely seems that he then entertained expectations of future growth of the enterprise, as his hopes could not have been comparable to those who started manufactories on the gigantic water powers at Lowell and Lawrence.

The Plymouth company began with capital of \$20,000, which was increased by successive steps in 1833, 1850, 1855, 1863, and 1883, to \$500,000 but all of the funds for these five additions came from special dividends of profits, thus increasing each single original share of stock to eleven and four-elevenths shares.

In 1894 the capital stock was doubled, being increased to \$1,000,000, and in the intervening years has grown to \$8,000,000. In 1832, seven and a half years after the company was organized the first dividend was paid, and with the exception of 1839, 1843 and 1858, the enterprise has paid one or more dividends each year, with a declaration of several stock dividends.

The corporation has successfully weathered many crises in the industry, including a pooling arrangement entered into in 1878, which continued for nine years, and which, in the case of the Plymouth concern proved a blessing, rather than a liability, as it aided in tiding over the affairs of the concern following a disastrous fire at the plant on January 3, 1885, which badly crippled production until new buildings could be erected.

When a giant combination of all the cordage companies in the United States was proposed, in 1887, the directors of the Plymouth Cordage Company stood aloof, and their position was justified, as, six years later, The National Cordage Company, a merger of many of the larger companies in the industry, passed into the hands of receivers, and a like fate overtook the United States Cordage Company, two years later, this concern having been created out of the wreck of its predecessor.

In the period of great industrial depression in 1893, the Plymouth Cordage Company, which had sold enormous quantities of binder twine to a nationally known mowing and reaping machine company in the Middle West, the credit of which had been undoubted, suddenly found in the midst of the financial panic of that period, that a bill of over \$500,000 owed it by the concern in question could not be paid. At that period, the entire capital stock of the Plymouth concern was but half a million dollars; nobody could tell how much, if anything, of this debt its consignee would eventually be able to pay, and it was hardly the time for a corporation to borrow \$500,000 more than its ordinary requirements. However, if the amount could not be secured, the Plymouth Company realized it would be obliged to ask for extensions, or close its plant. Happily, the amount was borrowed, two of the directors and the treasurer endorsing the company's notes.

Eight years after the company began operations Thacher's local history

of Plymouth alluded to the concern in these words: "Their rope-walk is situated in the north part of the town, near the Kingston line, is three stories high, and is capable of employing eighty hands and of making five hundred tons of cordage per year. Their cordage is of the patent kind, is of high repute, and is laid by water power." Rope made without the use of a rope-walk was called "patent rope," to distinguish it from "rope-walk" rope.

In 1827 the sales of cordage made by the company amounted to 601,-023 pounds, but not until 1837 was a steam engine installed, the twenty-horse-power provided by the meager Nathan Brook sufficing until that time.

The concern did not manufacture and market binder twine until 1882, when it put out 384,820 pounds. The last year of the nineteenth century it disposed of 27,905,981 pounds of that commodity, which amount, added to the sales of cordage, the same year, made a grand total of 47,503,625 pounds, or seventy-nine times as much as it had marketed 72 years before, in 1827.

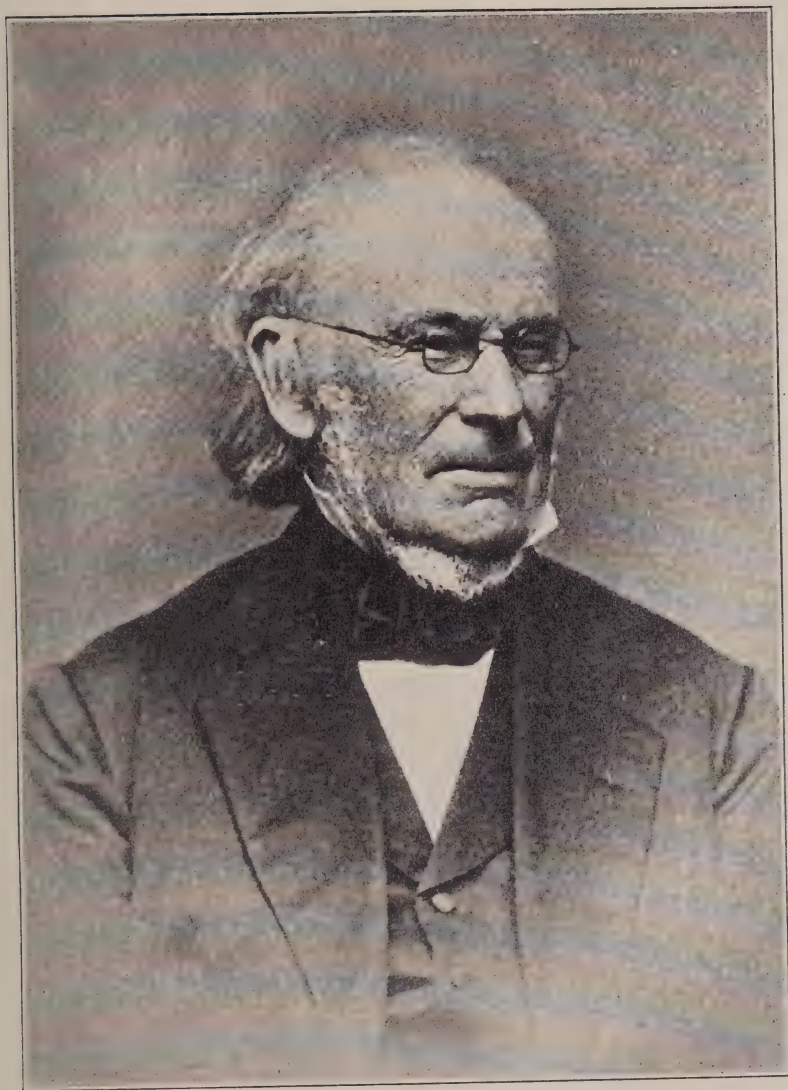
While there are a great many cordage manufacturers in the United States, the production at Plymouth constitutes more than 15 per cent of the total.

In the beginning the concern employed about 35 hands, and today it carries 2,000 workers on its payroll, but if the same methods used even as late as the eighties were now in vogue it would require at least three times the number of employees it carries on its present payrolls.

Machinery is now doing work which, if it could be done at all without mechanical devices, would require two additional operatives for every one now employed. Almost without exception the opponents of the introduction of machinery look only at the immediate effects. They fail to forecast ultimate results. Intricately indeed are the interests of different industries intertwined. The development of one in ways not anticipated in the beginning results in the rearing of others whose relationship may never have been contemplated.

In 1850 when railroad development was under way, the officers of the Plymouth Cordage Company probably visioned that this then new mode of transportation would enable the concern to reach a wider market with their product, but their perspective could not possibly have comprehended that, ere the close of the nineteenth century, the railroad, supplemented by sowing and reaping machines, and other mechanical appliances designed to advance agriculture, would render profitable the cultivation of wheat fields in the West, so vast in extent as to permit more than fifty per cent in weight of the company's products to be used simply to bind up the sheaves, nor could they foresee the phenomenal development of the boundless acreage of the Canadian Northwest to which locality the Plymouth Cordage Company annually sends unbroken trains of freight cars, loaded to the roof tops, with the binder twine for the agriculturists of that section of North America.

Labor-saving machinery has been one of the primary factors in bringing about the unequalled progress of this Commonwealth and the nation as well, and experience now proves unmistakably that its use has resulted not in contraction but in an ever widening enlargement of the field



BOURNE SPOONER

of labor, and in all instances has been accompanied by an increase in wages, while the purchasing power of a day's pay has also grown. Economy in production is progress and leads to greater prosperity, and he who opposes it stands recorded as not only the enemy of labor but of the general welfare of mankind.

It can be said of the Plymouth Cordage Company that it is one of the few Massachusetts corporations where for four successive generations, without intermission, members of one family have been active and prominent in its affairs. Caleb Loring's name headed the original list of stockholders, and below it came that of his son, Charles G. Loring. Caleb was treasurer of the corporation during the first ten years of its existence, and Charles G. was clerk from 1824 to 1831, being succeeded by his brother, Francis C., from 1831 to 1845, when Caleb William Loring assumed the office and served for 39 years, until his son, Augustus P., was chosen clerk in 1884 and held the position until 1897, when he was elected president of the company, a position he still holds. The office of clerk of the corporation, therefore resided in four members of the Loring family for seventy-three years. In 1909, Augustus P. Loring presented to the company the Loring Library and reading room as a memorial to his father.

Like many another industrial corporation doing business in the Bay State incidents have occurred in the more than one hundred years of the existence of the Plymouth Cordage Company, which, at their happening, seemed of very ordinary importance, but which have been rendered remarkable and outstanding by their consequences.

On March 28, 1859, one such incident occurred—the company hired a new office boy—surely a common occurrence in the regular course of business. But because that fifteen-year-old boy chanced to be Gideon F. Holmes, there was held on March 28, 1909, a unique celebration to mark an occasion unusual even in the industrial annals of Massachusetts. The office boy, who, a half century before, began his duties under the watchful eye of the founder of the company, Bourne Spooner, rose to the highest executive position in the organization, and for a third of a century was its guiding power and moving spirit. Surrounded by 2,000 employees, stockholders and associates, Mr. Holmes was honored as perhaps no other Massachusetts industrialist has been in a generation.

The *Outlook*, in editorial comment on the affair, said: "The days have long gone by when the ultimate relation of master and apprentice can characterize industry. Those days cannot be restored. Steel machinery has brought into existence the organization of human machinery. Can that human machinery remain human? That is the question which many people looking on the conditions of today answer in the negative. There at North Plymouth, however, was an answer of another kind. The library, the woods within the factory grounds, the pleasant cottages, the bathing beach, the athletic grounds, the great hall, and such a social gathering, are something more than the investment that a wise dairyman makes in good stables. They are symbols of that fellowship in industry which can be restored, and, perhaps sooner than we think, be made truer and sounder because broader and more far-reaching than it ever was in the days of the hand worker. The man under whose direction and management a company has been able to seize upon and harness this spirit of

fellowship in work has served the world well. His fifty years of service are as worthy of celebration as the fifty-year service of a minister or doctor or judge. Mr. Holmes and his colleagues have proved that the manufacturer or merchant, as well as the minister or doctor or judge, can magnify his office."

When Mr. Holmes entered the employ of the company in 1859, it employed 118 hands and the annual product was 3,750,000 pounds; in 1882 when he became treasurer, 303 names were on the payroll, and the output was 12,000,000 pounds a year; when he completed his fiftieth year of service there were 1,625 hands employed, and the yearly output was 90,700,000 pounds.

The success of the Plymouth Cordage Company was not due to its location, in fact it may be said that it achieved success in spite of its location. Other corporations in the same industry much more favorably situated than it failed deplorably, but the Plymouth concern has had a longer life than any other cordage company in the United States, and in point of unchanged corporate existence it ranks among the very oldest industrial enterprises in the world.

Its great success has been due not to exceptional opportunities, nor to the elements of chance, but rather to the character, perseverance, brains and devotion of its officers and employees, and primarily and principally to the life work of Bourne Spooner and Gideon F. Holmes. In addition to the Plymouth plant, it operates a large unit at Welland, Canada.

Francis C. Holmes succeeded his father as treasurer and the fifth generation of the Loring family is represented on the directorate by Augustus P. Loring, Jr.

For several years past the Plymouth Cordage Company has annually despatched solid trainloads of binder twine out of North Plymouth to the Central West. This practice began in 1912 when word reached the officials of the Plymouth concern that a twine famine existed in the Canadian Northwest. Government officials presented a picture to the manufacturers of binder twine indicating that the crop could be saved that year only by immediate relief, and a train of thirteen cars, carrying 1,000 bales in each car, or a total of 650,000 pounds, left North Plymouth, accompanied by William P. Libby, the Traffic Manager of the Plymouth plant, at 3:45 p. m. on August 21 of that year and arrived at Montreal the following morning, where it was promptly routed over the rails of the Canadian Pacific to Winnipeg, as the second section of one of its Transcontinental passenger trains, and reached there at noon on August 24, a total run of 1,817 miles, which, allowing for the difference in time, was accomplished in 68 hours and 25 minutes—said to be a world's record for a long-distance freight train.

Every year, during the month of May, the Plymouth Cordage Company despatches several solid trains, varying from thirty to fifty cars that remain intact as train units as far as Buffalo, where they are split up to various lines operating West and Southwest from that city, and the movement of the cars is so expedited, that delivery at Chicago invariably takes place on the third day and at St. Louis on the fourth day after leaving Plymouth.

This method of handling Massachusetts industrial tonnage is simply the application of the idea of concentration to carload tonnage that is in

vogue on less-than-carload lots. The Plymouth corporation finds the policy the most convenient way of handling its tonnage, as the New Haven system takes the cars as a unit to Framingham, if routed New York Central Lines, or to Maybrook if routed via the other lines, and the connecting roads handle the trains through to the respective terminals, thus retaining their identity as solid movements without resorting to switching until Buffalo is reached.

When Commander Richard E. Byrd sailed on his hazardous flight to the South Pole his vessel was completely outfitted with Plymouth rope, including the tarred hemp bolt product for the sailmaking equipment, as well as spun yarn, marline and hambroline used in outfitting the flagship and the supply ship, together with Manila hawsers and tow lines, Manila rope for ice anchors, halyards, and a variety of sizes of ropes for miscellaneous use during the two years' exploration.

Arthur T. Walden, of Wonalancet, N. H., in charge of the dog-team equipment, made a special trip to Plymouth, and selected the types of Plymouth rope to be used in harnessing the dogs into the sleps used in transporting the food and supplies for the expeditions to outpost stations.

In 1927 the Plymouth Cordage Company added 1,025 acres to its land holdings, in Cuba, bringing the total to 2,300 acres. Its plantation investment has fulfilled expectations and the entrance of other companies into the sisal field indicates that the Mexican monopoly of this raw material is being broken.

That year the company's total production of rope and twine was 104,000,000 pounds.

FRANCIS C. HOLMES

A New England philosopher has said that an institution is but the lengthened shadow of a man. The upbuilding of any enterprise is the expression of well devised and carefully executed plans of its officials. Through many years the Plymouth Cordage Company has operated efficiently and resultantly, and today active in the control of the business is Francis C. Holmes, who is now treasurer and general manager. He was born in Plymouth, Massachusetts, November 10, 1869, and is a son of Gideon F. and Helen A. (Drew) Holmes, who were also natives of Plymouth. The ancestral line is traced back to John Holmes, who landed at Plymouth in 1632. He became the progenitor of a family that now numbers hundreds of members. Also among the ancestors of Francis C. Holmes was Richard Warren, who came over as a Mayflower passenger in 1620. Gideon F. Holmes, father of Francis C. Holmes, entered the employ of the Plymouth Cordage Company in 1859 and remained in active connection with the business until his death, January 21, 1911, becoming treasurer and general manager in 1882 and acting in that official capacity until his demise. He was also prominent in municipal affairs and was long regarded as one of the leading and influential citizens of Plymouth.

Francis C. Holmes pursued a public school education until graduated from the Plymouth high school with the class of 1887. He afterward attended the Massachusetts Institute of Technology and is numbered among its alumni of 1892. Later he was employed for eighteen months in the office of a note broker of Boston and on the 1st of October, 1894, having returned to Plymouth, he entered the employ of the Plymouth Cordage Company, working in different departments until he had gained a thorough and comprehensive knowledge of the business. He was associated with the superintendent of the mill for a time and was afterward assigned to duty in the office, where he had charge of ordering supplies. He next became assistant treasurer and at the death of his father succeeded him in the position of treasurer and general manager, in which capacity he has since served. Something of the magnitude of their business is indicated in the fact that they normally employ from fourteen to fifteen hundred, having the largest hard fibre cordage business in the world. The name of this company is known in every country on the face of the globe. High standards have ever been maintained in manufacture, not only in workmanship but in machinery equipment, and the business is conducted along most systematic lines with minimum waste and with maximum production. Not only is Mr. Holmes treasurer and general manager of this enterprise, which features so largely in the industrial activity of the state, but is also a director of the Old Colony National Bank of Plymouth and vice president and trustee of the Plymouth Savings Bank.

Residing at Plymouth, Mr. Holmes is most happily situated in his home life. He was married June 21, 1900, to Mary B. Bennett, of Plymouth, and they have a daughter, now Mrs. Vernon M. Hawkins, Jr., whose husband is a lumber merchant of Plymouth.

Mr. Holmes belongs to the Masonic fraternity and his interest in civic welfare is manifest in many tangible ways, including service as chairman of the present town planning board. He cooperates in every measure for the general good and his work to the community as a business man and citizen is inestimable.

BENJAMIN PRESTON CLARK

The great diversity of manufacturing interests in Boston affords excellent opportunity for the man of ambition and determination. With the completion of his education Benjamin Preston Clark turned his attention to the cordage business and for forty-seven years has continued active in this field, being now vice president of the Plymouth Cordage Company, with offices at 55 Kilby street. A native son of the city, he was born October 8, 1860, his parents being Benjamin Cutler and Adeline (Kinnicutt) Clark. For six years he was a public school pupil and after pursuing a course in the Boston Latin School he spent four years in Amherst College, which conferred upon him his Bachelor of Arts degree. Later he

received from the University of Pittsburgh the Bachelor of Science degree. When his textbooks were put aside he turned his attention to the cordage business and is still engaged in the manufacture of cordage and binder twine, having seen no reason to change his line of activity, for in this field he found the opportunities which he sought and in their utilization has made steady advancement. He is now the vice president of the Plymouth Cordage Company and is on the executive committee of the United States Smelting, Refining & Mining Company, with which business enterprise he has been associated for twenty-two years.

On the 21st of January, 1890, in Trinity church of Boston, Mr. Clark was united in marriage to Josephine Frances Allen, who was born in Boston, February 1, 1869. They are the parents of four children, namely: B. Preston Clark, Jr.; Katharine, who is the wife of R. B. Harding; Allen W., who married Doris Badger; and Francis R., who married Hope Duesbury. Mrs. Josephine Clark is a member of the Cohasset Garden Club and the Garden Club of America.

The religious faith of the family is that of the Episcopal church, Mr. Clark being identified with St. Paul's Cathedral and with St. Stephen's church at Cohasset. He is president of the Episcopal Theological School of Cambridge. His public activity covers service as consul of Haiti since 1903 and his social nature finds expression in his membership in the Exchange, Union, Cohasset Golf and Pine Island Clubs.

ALBERT R. WHITE

Albert R. White, general manager and a member of the board of directors of the Mount Hope Finishing Company, conducting business at No. 2 Chestnut street in Taunton, was born in Boston, March 28, 1877, a son of John Edward and Sophie (Duffy) White. He pursued his early education in the local schools and afterward attended the New Bedford high school, from which he was graduated with the class of 1894. He also spent two years as a student in Boston University in the College of Liberal Arts and then entered the School of Law of Boston University, from which he was graduated with the class of 1898. Following his admission to the bar on the 15th of February, 1899, he entered upon the practice of his profession at Taunton as a member of the law firm of White & White. On the 1st of September, 1906, he entered upon arrangements to reorganize the employment and service department of the Mount Hope Finishing Company and has devoted his time and energies to this work continuously since, being now general manager and a member of the board of directors of this corporation. He is likewise a director of the Bristol County Trust Company and of the Taunton Co-operative Bank. His comprehensive knowledge of law, especially as applied to corporations, is of great value in shaping the policy and direct-

ing the activities of the different business organizations with which he is associated.

In 1902, at Taunton, Mr. White was married to Miss Alice M. Richardson and they have become parents of two sons and a daughter: John, Arnold and Catherine. Fraternally Mr. White is a thirty-second degree Mason and loyally follows the teachings and purposes of the craft. He has made for himself a creditable name and place both in legal and in business circles and his entire record has been characterized by a consecutive progress.

FRANS H. C. COPPUS

Frans H. C. Coppus, inventor and manufacturer, is an outstanding figure in industrial circles of Worcester. He was born in Holland, February 24, 1880, and acquired his early education in private schools. After finishing at a technical school of his native country, he supplemented his theoretical training by practical experience, which he gained as an employe in a loom works in Germany. He afterward returned to Holland to learn weaving in order to gain a practical foundation for the loom business and then sought the opportunities of the new world, arriving in the United States in 1902. For a brief period he was employed in the shops of the American Locomotive Company in Allegheny, Pennsylvania, after which he came to Worcester, securing a position as draftsman with the Crompton & Knowles Loom Works, and later was connected with the Draper Company of Hopedale, Massachusetts. Subsequently he decided to return to his first love, steam engineering, was employed by the American Steel & Wire Company in Worcester and Waukegan, Illinois, and, returning to Holland in 1909, there made a study of combustion and apparatus designed to save fuel and abate the smoke nuisance. Again coming to America, he soon established business on his own account as a combustion engineer.

Since that time Mr. Coppus has continually studied to solve various problems connected with engineering work of this character, and in 1911 he invented the Coppus turbo blower for forced draft and has since secured several other patents. In 1912 he organized the Coppus Engineering & Equipment Company of Worcester, becoming president, treasurer and general manager. This he subsequently reorganized under the name of the Coppus Engineering Corporation and is now chairman of its board of directors and treasurer. He also organized the Coppus Locomotive Equipment Company, of which he is the president and treasurer, and is engaged in the manufacture of a number of his recent inventions, the worth of which is widely recognized by the trade. The Coppus Locomotive Equipment Company is specializing in the manufacture of equipment for locomotives for permitting the operation of locomotives and terminals at greater efficiency, the company and its products being the



R. H. C. Collins.



O. H. Hecksberg

outcome of a paper presented by Mr. Coppus at the annual meeting of the American Society of Mechanical Engineers in 1922. Mr. Coppus delights in solving intricate and involved engineering problems, and his experiments have resulted in the production of various new machines that have met a need in the industrial world. It is characteristic of him in all of his business relations that he never stops short of the successful accomplishment of his purpose. He is a member of the American Society of Mechanical Engineers, the American Society of Naval Engineers and several railroad societies. He is also president of the Worcester Film Corporation.

Mr. Coppus has two sons, Frans Magill and Charles Van Wylick. His religious faith is that of the Unitarian church. He also belongs to the Independent Order of Odd Fellows, the Benevolent and Protective Order of Elks, the Society of United Commercial Travelers, the Worcester Country Club, the Rotary Club, the Economic Club and the University Club. Intensive study and broad research have advanced him steadily in his chosen profession. He ranks high as a mechanical engineer, while his inventive genius has constituted an important factor in the furtherance of the world's work.

OTTO H. WECHSBERG

During the World war period the Coppus Engineering Corporation of Worcester, of which Otto H. Wechsberg is the president, was operated one hundred per cent on war work in the manufacture of manganese bronze castings for Browning guns. Today the plant of the company is operated in the production of blowers, steam turbines, pumps and special mining equipment. Mr. Wechsberg has been actively identified with the business through a period of about thirteen years, entering the service of the Coppus Engineering Corporation as a designer on the 1st of January, 1917.

He was born in Friedland, Austria, May 25, 1881, and pursued his education in the high school and in the Technical University of Vienna, being graduated in 1904 on the completion of a course in mechanical engineering. He was then identified with the manufacture of pumps and oil refining equipment at Brunn, Austria, holding a position in the engineering department as designer and also handling the technical correspondence. He was afterward made branch manager of the company, with which he remained until 1914, when he resigned, having decided to come to America.

Mr. Wechsberg arrived in this country with a cash capital of but fifty dollars and with only a limited knowledge of English. Because of his skill and ability, however, he soon secured a position as designer with the Goulds Manufacturing Company, pump manufacturers of Seneca Falls, New York. After a year he left there to go with the Southworth Foundry

Company of Philadelphia, Pennsylvania, which was owned by the Baldwin Locomotive Company, spending a year as pump designer in that connection. He was next with the Advance Compressor Company of Battle Creek, Michigan, as chief engineer and on the 1st of January, 1917, came to Worcester to enter the employ of the Coppus Engineering Corporation as designer. Advancement to the position of chief engineer was followed in 1919 by election as vice president and general manager and in 1926 he became president as well as general manager, in which official position he still remains. The company is capitalized for two hundred and fifty thousand dollars, maintains seventeen foreign agencies and sixty domestic agencies and furnishes employment to two hundred workmen.

On the 12th of June, 1917, in Worcester, Massachusetts, Mr. Wechsberg was married to Miss Anna M. C. Coppus. He attends the Unitarian church and he also has membership in the Benevolent and Protective Order of Elks, the Worcester City Club and in the National Association of Manufacturers. He has never had occasion to regret his determination to try his fortune in the new world, for in this country he found the opportunities which he sought and in their utilization he has made continuous progress until now he holds an important position in connection with one of Worcester's leading productive industries.

J. F. STURDY'S SONS COMPANY

Seventy-five years ago, the first rolled gold plate stock was made in Attleboro, Massachusetts. The process had been discovered and the goods produced in an experimental way during the previous year when the discoverer and his brother were in the tool-making and manufacturing business in Providence. But the real birth of the rolled gold plate industry was when John F. and James H. Sturdy moved from Providence to Attleboro Falls and began to manufacture it and put it on the market. Instead of protecting his discovery by patents, John F. Sturdy gave his process to the other manufacturers of the neighborhood, and in that way laid the foundation of the trade for which the section became known wherever jewelry was worn.

John F. Sturdy was born at Attleboro, March 13, 1822, one of a family of fifteen children, but when he was five years old the family moved to a town in the Blackstone valley where textiles were the leading products. When the father died, young John, then twelve years old, went into the cotton mills at Slatersville to help care for his mother and the younger children, and remained there until he was twenty-six years of age. He then went to Providence, and in company with his brother, James H., began making dies, cutters and other tools for jewelers' use, and also manufactured jewelry for a short time. It was during this period he developed the methods that have remained practically unchanged since, of wrapping gold around a metal base and drawing the combina-

tion into wire of the same proportion of the two metals as the original block, no matter how finely it was drawn. In 1849, less than a year after he had perfected his discovery, the firm moved to Attleboro Falls, and became known as the Draper Sturdy Company. The business increased. The facilities for getting supplies and disposing of finished products were few; every manufacturer was his own expressman, and some of the older residents of Attleboro can remember when John F. Sturdy drove to Providence for material once a week and, when he had a sufficient stock of goods made up, journeyed to New York and sold it. He began life as a poor boy, and worked hard for what he got, never allowing himself to become discouraged. In spite of this he took an active interest in the affairs of his community. John F. Sturdy was a stickler for accuracy in statements regarding the rolled gold plate industry, so much so that when in 1894 the New England Magazine credited Draper & Tift with first using it in 1825, he published the following denial in the North Attleboro *Chronicle*:

"If you will kindly allow me space in your paper I would like to correct an item in the October number of the New England Magazine in regard to the early and first use and making of rolled plate in this town. The article read that the first to be made was in 1825 by Draper & Tift. This is not so, as it was not used here until 1849, and then by Draper, Sturdy & Company. The first rolled plate that was made in his country was made and introduced in Providence in 1848 by John and James H. Sturdy. The firm moved to Attleboro Falls in 1849 and introduced it in Attleboro. The firm after coming here was known as Draper, Sturdy Company."

The North Attleboro *Chronicle*, in 1898, printed the following sketch of the growth and history of the business founded by John F. Sturdy: "It is noticeable in looking over and examining the history of the manufacturing interests of this town, to remark how many enterprises have been continued in the hands of the descendants of their founders, and that for many years one after another of the same family has successfully conducted the business, which in this way becomes so closely identified with the family. An example of this is the well known firm of J. F. Sturdy's Sons, No. 8 Mill street, of the Falls. In 1865 J. F. Sturdy commenced to make rolled gold chains of the very best quality and established a reputation for these goods that has always remained, and is now, as then, a guarantee of the high quality of rolled plate chains. In 1875 F. E. Sturdy was admitted as co-partner with his father, and in 1884, H. K. Sturdy and F. M. Sturdy became identified with their father and brother in the business, and so remained until 1892, when John F. Sturdy retired from active business and gave into the hands of the three sons this business in which all had been so long engaged. They are busy at the factory on the second floor of 8 Mill street, where space in the main building, one hundred and four by thirty-five feet and two ells, one seventy-five by thirty-five and another thirty by forty, are given over to the business. A large trade exists not only all over this country, but for export. The

present members of the firm are all men who have spent their lives in this town, and are closely connected in many ways with its business, and J. F. Sturdy still enjoys the satisfaction of knowing that the business he founded and labored to make useful is of great advantage to this town."

In 1901 the factory buildings and their equipment were completely destroyed by fire, after which the firm for a time rented space in a building on Robinson street in the same community. The ever increasing volume of business, however, quickly made the rented space inadequate for the firms needs and they purchased the Robinson street plant and turned it over in its entirety to the making of Sturdy products. The buildings and their surroundings have been landscaped and beautified until today they offer one of the most beautiful manufacturing sites to be found anywhere. From 1892 until his death in 1922, F. E. Sturdy, Sr., directed the policies of the business, although during the latter years of his life, much of the administration was taken over by his son, F. E. Sturdy, Jr., and by H. K. Sturdy, Jr., son of H. K. Sturdy, Sr., who are the active heads of the business today.

ALLAN J. WILSON

Allan J. Wilson, at the head of one of the largest and best equipped motor transportation companies of New England, maintains his offices at 135 High street, Boston, and carries on his operations under the style of A. Towle & Company. He is a son of William and Mary (Morrison) Wilson, born February 16, 1886, and obtained his early education in the public schools, afterward attending high school in Charlestown, Massachusetts. In 1904 he secured a position as messenger with the Frost Forwarding & Transfer Company and in that connection he worked his way steadily upward, winning various promotions until he had become superintendent and manager. He remained with the company until 1912, when he accepted the position of manager with the A. Towle Teaming Company. This business was organized in 1839 by Albion Towle and at the time Mr. Wilson became associated with the undertaking it was owned by F. W. Towle. In 1914 James Hennessey and A. J. Wilson purchased the business but continued to operate under the old name. In 1923 Mr. Wilson acquired the interest of his partner and became sole owner of what is now one of the largest and most important business enterprises of this kind in New England. While the business is still carried on under the old firm style, he is today sole owner and his is recognized as one of the largest and best equipped motor transportation companies, utilizing forty-six trucks and about twenty-five horse-drawn vehicles. Mr. Wilson maintains offices in New York, Worcester, Nashua, Lawrence, Manchester, Lowell, Marlboro and Hudson and his patronage is most extensive and gratifying. He is now president of the Master Truckmen's Association and he is a director of the Somerville Institution for Savings.



ALLAN J. WILSON

In 1911 Mr. Wilson was married to Miss Grace Drane, and they became parents of three children: Eleanor, who is attending Notre Dame Academy; Allan J., Jr., a student in the Boston College high school; and George W., who is a public school pupil. Mr. Wilson married Elizabeth L. Healy, of Brookfield, Massachusetts, and the children born to them are Mary E., Priscilla B., Natalie L. and Leland W.

The religious faith of the family is indicated in their connection with Sacred Heart Catholic church of Newton Center. Mr. Wilson is a member of the Ancient and Honorable Artillery Company. Fraternally he is connected with the Knights of Columbus as a fourth degree member and with the Benevolent and Protective Order of Elks. He also belongs to the Maritime Association, the Newton Chamber of Commerce, the Boston Chamber of Commerce and the Manchester (N. H.) Chamber of Commerce. He is the president of the Metropolitan Driving Club, a member of the Nashua (N. H.) Country Club and the Old Colony Driving Club. He has always been a great lover of horses and ever has two or more thoroughbred saddle and riding horses as well as ponies for his children. He now owns a horse called Jeanette Royal, which has been winning free-for-all events this year in Maine. Mr. Wilson is widely known as a lover of clean sports and especially of racing and has done much to further the standards of the sport in New England.

FREDERIC HAROLD FAY

Frederic Harold Fay, now senior partner in the firm of Fay, Spofford & Thorndike, consulting engineers, was born in Marlboro, Massachusetts, July 5, 1872, his parents being John Sawyer and Elizabeth (Ingalls) Fay. Entering the Massachusetts Institute of Technology, he was graduated in 1893 with the S. B. degree, while in 1894 his alma mater conferred upon him the M. S. degree. His initial business experience came to him as transitman with the city engineering department of Marlboro, Massachusetts, in the summer of 1892. He filled the position of draftsman with the Boston Bridge Works in the summer of 1894 and the winter seasons were spent in further study. In 1895 he entered the city engineer's office of Boston and remained as draftsman and assistant engineer in charge of the design and construction of city bridges until 1911, thus meeting large and important responsibilities in connection with public service through a period of sixteen years. At the latter date he was made engineer in charge of the bridge and ferry division of the public works department of Boston and occupied the office until 1914, when he resigned. He had also acted as commissioner for Boston on the Boston and Cambridge bridge commission. Having resigned his position in connection with city government, he became senior partner in the firm of Fay, Spofford & Thorndike, a relation that has been maintained since June, 1914. The firm has long occupied a notable place in civil engineer-

ing circles and Mr. Fay has advanced steadily to a point of leadership. He has served as consulting engineer for railroads and for state officials and for provincial authorities of Canada, also for municipalities in the United States and abroad. The firm was engineer to the war department on the design and supervision of the twenty-five million dollar army supply base built in Boston in 1918-19.

Naturally Mr. Fay's cooperation has been sought along many lines having to do with public welfare and civic progress and improvement. He is chairman of the Boston city planning board and also of the Boston board of zoning adjustment. He was an alumni member of the Corporation of the Massachusetts Institute of Technology from 1914 until 1919. He is a fellow of the American Academy of Arts and Sciences and of the American Association for the Advancement of Science. In 1927 he was elected to the presidency of the American Institute of Consulting Engineers and he also has membership in the American Society of Civil Engineers (formerly director), the Engineering Institute of Canada, the Boston Society of Civil Engineers, of which he was president in 1913-14, the Engineers Society of Western Massachusetts, the New England Water Works Association, the American Concrete Institute, the International Association of Navigation Congresses, the Massachusetts Highway Association and the Massachusetts Charitable Mechanics Association. He has cooperated in the work of the Boston Chamber of Commerce, which elected him to the vice presidency and made him chairman of the committee on municipal and metropolitan affairs, as well as a member of various other committees.

On the 21st of April, 1897, Mr. Fay was married to Miss Clara May Potter, of Quincy, Illinois, and their children are: Allen Potter, now deceased; Beatrice, the wife of Frederick B. West; Mildred E., now Mrs. Robert S. Bolan; Dorothy C.; Eleanor P.; and Elizabeth. The family residence is at 227 Savin Hill avenue in Dorchester. Mr. Fay is a life member of the American Unitarian Association. He belongs to the Alumni Association of the Massachusetts Institute of Technology, of which he served as president in 1913, and he has served on the board of governors and as treasurer of the Engineers Club and as one of the board of governors of the Boston City Club. Something of the nature of his recreation is shown in his connection with the Wollaston Golf Club and the Savin Hill Yacht Club of Boston. He belongs to the Technology Club of Boston and New York.

CHARLES MILTON SPOFFORD

Charles Milton Spofford, who has gained distinction in the field of civil engineering and whose contributions to the literature of the profession are accorded high place in engineering circles was born in Georgetown, Massachusetts, September 28, 1871, a son of George Milton and

Sarah (Hood) Spofford. He won his S.B. degree in civil engineering on his graduation from the Massachusetts Institute of Technology in 1893. The following year was largely devoted to postgraduate work in the same school, after which he became a draftsman with the Phoenix Bridge Company at Phoenixville, Pennsylvania, filling the position in 1895 and 1896 and during the summers of 1897, 1898 and 1899. During the scholastic year of 1896-97 he was an assistant in civil engineering in the Massachusetts Institute of Technology, was instructor from 1897 until 1903 and assistant professor from 1903 until 1905. He was then called to the Polytechnic Institute of Brooklyn, New York, where for four years he remained as professor of civil engineering, and since the 1st of October, 1909, he has been Hayward professor of civic engineering in the Massachusetts Institute of Technology and served as chairman of the faculty from August, 1925, to August, 1927. He is also a member of the firm of Fay, Spofford & Thorndike, consulting engineers of Boston, with which organization he has been identified since its organization in 1914. In the three decades of the present century he has been connected with important engineering works, including the design of numerous bridges, investigation and reports upon others and similar activities in the direct path of his profession. He acted as expert engineer upon the investigation of the strength of the Blackwell Island bridge of New York from June until October, 1908. He was a member of the special committee on assessment of real estate for Cambridge, Massachusetts, in 1915 and a member of the Boston Terminal Commission in 1915 and 1916. In association with his partners in the firm of Fay, Spofford & Thorndike he participated in the design and supervision of construction for the war department of the army supply base in Boston in 1918 for war purposes and also of the Hampden County Memorial bridge over the Connecticut river at Springfield, Massachusetts, and the recently completed Lake Champlain bridge.

Mr. Spofford naturally has wide membership connections in the scientific field. He is a fellow of the American Academy of Arts and Sciences and a member of the American Society of Civil Engineers, of which he served as director from 1925 to 1927 inclusive and is now chairman of several committees. He belongs to the Institution of Civil Engineers of Great Britain, the Boston Society of Civil Engineers, of which he has been president, the American Association of Port Authorities, the Society for the Promotion of Engineering Education, the American Railway Engineering Association, is a fellow of the American Association for the Advancement of Science, and he also belongs to the Society of Colonial Wars and to three fraternities, Alpha Chi Rho, Tau Beta Pi, and Chi Epsilon, the two latter being honorary fraternities. His authorship includes "The Theory of Structures," published in 1911, and various papers contributed to scientific societies. He also frequently appears upon the public platform in addresses before scientific organizations. In club life he is known through his membership in the University and Engineers Clubs.

On the 5th of February, 1896, Mr. Spofford was married to Miss Florence Corwin Swalm, of Middletown, New York, and they have a daughter, Christine Swalm, now Mrs. Walter Jay Beadle. Mr. Spofford makes his home at 61 Colbourne Crescent in Brookline.

JOHN AYER

John Ayer has since 1917 been associated with the firm of Fay, Spofford & Thorndike, consulting engineers of Boston, and enjoys high standing among the representatives of his profession here. He was born in Oakland, Maine, in 1883, his parents being John and Annabel (Holt) Ayer. His education was begun as a grammar school pupil in his native town and continued in the Coburn Classical Institute, while subsequently he entered the Massachusetts Institute of Technology, from which he was graduated with the Bachelor of Science degree. He further prepared for the engineering profession by a course of study in the Technical School at Charlottenburg, Germany. It was in 1917 that he became associated with the firm of Fay, Spofford & Thorndike of Boston and was made a partner in 1922. He has been continuously connected throughout the intervening years to the present, contributing largely to the enviable reputation and success of the concern.

In June, 1909, at Stoneham, Massachusetts, Mr. Ayer was married to Miss Josephine Stevens and they are the parents of two children, John, Jr., and Mary B. The mother is active and prominent in club work.

A progressive and public-spirited citizen, Mr. Ayer is making a creditable record as chairman of the water and sewer commission of Medford and as a member of the schoolhouse building commission. He belongs to the City Club and also has membership in the American Society of Civil Engineers, the Society of Terminal Engineers, the American Wood Preservers Association and the American Association of Port Authorities.

CAROLL ANDREW FARWELL

Since August, 1922, Carroll Andrew Farwell has practiced as a partner in the firm of Fay, Spofford & Thorndike. Born in Bolton, Massachusetts, September 13, 1883, he is a son of Joseph W. and Helen E. (Packard) Farwell. He completed a high school course in Chester, Vermont, and received his scientific training in the Massachusetts Institute of Technology, from which he was graduated with the B. S. degree in 1906. He started out in the engineering world as an assistant in the engineers corps, maintenance of way, of the Pennsylvania Lines Southwest, working thus in 1906 and 1907. Afterward he was successively engineering aid, junior engineer and assistant engineer in the United States Reclamation

Service from 1907 until 1910, when he became assistant superintendent of the Chemical Engineering & Operating Company, acting in that capacity until 1911 on work in Maine. He was engineer, for subsidiaries of the Pearson Engineering Corporation, in Texas and Spain from 1911 until 1914, doing hydraulic engineering work, and in March, 1915, he became associated as an engineer with Fay, Spofford & Thorndike, of Boston. After seven years in the employ of the firm he was admitted to partnership in August, 1922, and is successfully practicing as a civil and hydraulic engineer. He is a member of the Boston Society of Civil Engineers, the American Society of Civil Engineers and the American Society for Municipal Improvements.

On the 19th of August, 1912, in Boston, Mr. Farwell was married to Miss Alice R. Sargent, and with their three daughters, Helen S., Caroline and Mary V., they reside at 67 Glendale road in Sharon, Massachusetts. Mr. Farwell finds his recreation largely in golf and is a member of the Sharon Country Club. He also belongs to the blue lodge of Masons and to the Independent Order of Odd Fellows.

RALPH WARREN HORNE

Ralph Warren Horne, who for eight years has been a partner with Fay, Spofford & Thorndike, in charge of sewerage, drainage and water supply projects, was born in Malden, Massachusetts, July 25, 1888, and is a son of Charles K. and Emma (Knight) Horne. He is numbered among the alumni of the Massachusetts Institute of Technology, having won the Bachelor of Science degree in sanitary engineering in 1910. During the following year he remained as an instructor there and from 1911 until 1915 was associated with the engineering firm of Metcalf & Eddy as a designer. Since 1922 he has been a partner with Fay, Spofford & Thorndike, his particular work being along the line in which he was trained, for he has charge of sewerage, drainage and water supply projects. He has reached a high point of efficiency in this field and is the author of various articles which have appeared in current engineering magazines, one of which was on "Cost Keeping," and another on "Problems of Sanitation." Broad practical experience as well as comprehensive study enables him to speak with authority upon the questions of which he writes.

On the 24th of May, 1916, Mr. Horne was married in Malden to Meta W. Cross, and they have one daughter, Muriel Elizabeth. The home of the family is at 14 Winn Terrace, Malden.

Mr. Horne is a member of the Kenwood Club and has attained high rank in Masonry, being a Knight Templar and Shriner. He belongs to Phi Sigma Kappa fraternity and gives his political endorsement to the republican party. Along professional lines his membership is with the American Waterworks Association, the American Society of Civil

Engineers, the New England Sewage Works Association, a director of the Boston Society of Civil Engineers, and in the last named he formerly served as chairman of the designers section and the sanitary section.

IRVING & CASSON—A. H. DAVENPORT CO.

In the summer of 1870, two ambitious young men, Charles R. Irving and Robert Casson, rented two floors of a building at the corner of Portland and Sudbury streets, Boston, formed a partnership, and started business as cabinet makers under the name of Irving and Casson. The Civil war had recently been terminated, and financial depression was acute. Then in 1871 came the great Boston fire which, devastating though it was, stimulated the building and affiliated industries. The little shop of Irving and Casson which had been rather quiet, began to hum with activity.

Discovering that wood mantels were coming into fashion, to replace old marble ones, the young men decided to specialize in them and to enlarge their scope of work. They interviewed the local architects, soliciting cabinet work, mantels, wood trim, etc. Their enterprise prospered. Their shop became too small. They moved to larger quarters on Albany street. In four years these had been outgrown and half of a new factory rented on Otis and First streets, East Cambridge. Slowly the business continued to grow, until a few years later they were able to purchase the factory that they had partly leased, this becoming the nucleus of the group of buildings that they have since erected.

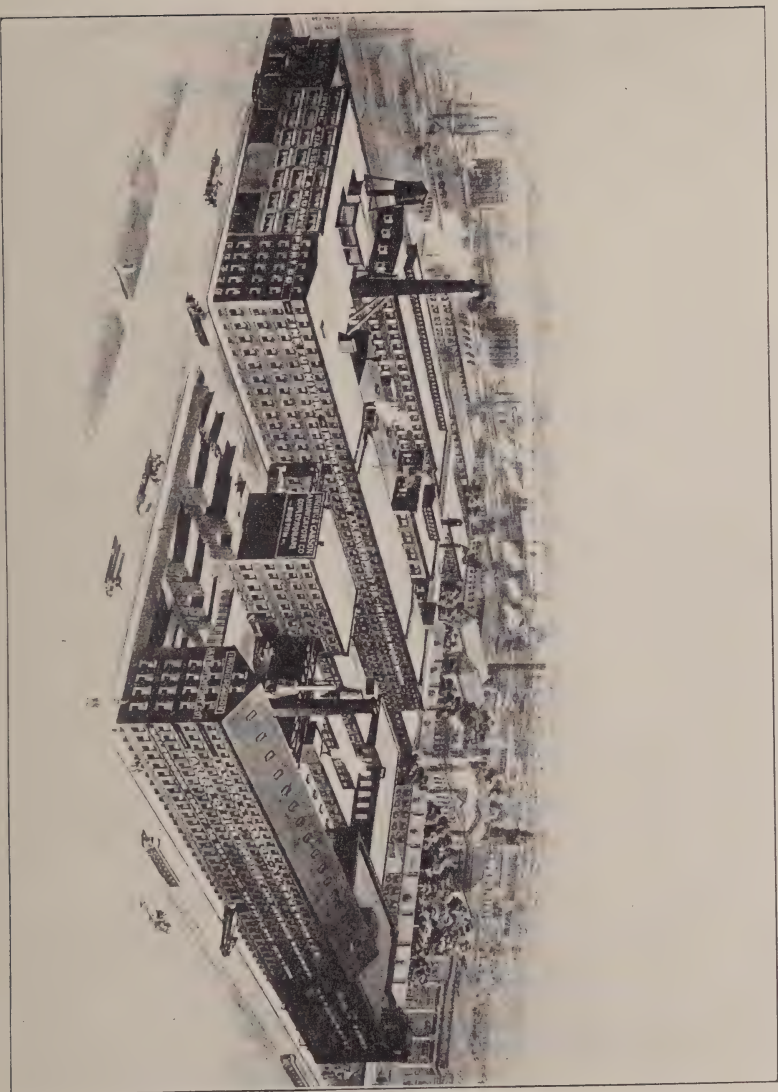
With increased facilities for manufacture, it was decided to have a store. Accordingly they leased 150 Boylston street, Boston, where they continued for more than thirty years, gradually enlarging their work to include all interior finishing, furnishing and decoration. Continuing steadfast to their purpose to deal honorably with all men; to do the best work that they knew how to do; to use only the best materials, and to employ only skilled craftsmen, Irving and Casson became known to the leading architects all over the United States. Their work found its way into government buildings, churches, libraries, banks, schools and homes in every state in the Union. A branch office was opened in New York.

In the spring of 1914 occurred an important event in the history of the firm. Wilmot R. Evans, then president of The A. H. Davenport Company, A. H. Davenport having died a few years previously, invited Irving and Casson to buy the A. H. Davenport business and consolidate it with their own. This was consummated, and the Irving & Casson-A. H. Davenport Co., incorporated. Then in August came the great war. A large part of all luxury manufacture ceased. Fortunately, after the signing of the armistice, the corporation secured a contract for the finishing, furnishing and decoration of eight ships designed for troop ships but to be converted into passenger ships. They became busy once again.

Thus, from a small beginning, has their business grown until at the



Robert Carson



IRVING & CASSON—A. H. DAVENPORT CO.

present time Irving & Casson-A. H. Davenport Co., has a manufacturing plant in Cambridge covering nearly two blocks, with modern equipment, and including studios, carving rooms, mills, lumber yards, dry houses, etc. There is a store in Copley Square, Boston, to which anyone interested who may be in Boston is welcome, filled with treasures of art, tapestries, furniture, rugs, pictures, samples of wood rooms, etc; a branch store at 601 Fifth avenue, New York, and an organization of more than six hundred men and women, whose skill, loyalty and cooperation have been such a large factor in the success of the enterprise.

M. A. PACKARD COMPANY

One of the extensive manufacturing industries of Brockton is that operated under the name of the M. A. Packard Company. A shoe manufacturing business was founded by Moses A. Packard and at the head of the concern now stands John Saxton Kent, who entered the business in 1883 in the capacity of bookkeeper. In 1885 Captain R. B. Grover joined Mr. Packard as part owner of the business, which was then conducted under the firm style of Packard & Grover. After a year's service as bookkeeper, Mr. Kent was advanced to the position of superintendent of the factory and continued to act in that capacity until January 1, 1889, when upon the withdrawal of Captain Grover from the partnership the business was reorganized under the style of M. A. Packard & Company, at which time Mr. Kent and Oliver M. Fisher became members of the firm. The enterprise was operated under a partnership relation until March 1, 1898, when articles of incorporation were taken out under the state laws of Massachusetts for the M. A. Packard Company, at which time Mr. Packard became president, Mr. Fisher the vice president and Mr. Kent the treasurer. No change occurred in the personnel until 1913, when following the death of the founder of the business Mr. Fisher was elected to the presidency, while Mr. Kent continued as treasurer.

Although at this time Packard shoes were prominently identified with the select group of Brockton made quality shoes, extensive plans for a nation-wide merchandising campaign were upset by the entrance of the United States into the World war. In compliance with the wishes of the government and at great inconvenience to themselves and their customers, the M. A. Packard Company made extensive changes in their factory that they might accept shoe contracts for both the army and the navy. An engraved document presented by the United States government at the cessation of hostilities is a memento of the unselfish and patriotic motives which inspired the M. A. Packard Company to do their share during the trying days of the war.

When the armistice was signed and John S. Kent, Jr., subsequently received his discharge from the navy, in which he had served as an ensign, he became actively identified with the M. A. Packard Company as super-

intendent. During his student days at Harvard and prior to his war experience he had gained a practical knowledge of modern methods of shoe making by working in the different departments of the factory and thereby gaining the experience that fitted him for later executive duties. Alfred T. Kent, following a course of study in the Harvard School of Business Administration, entered the sales department of the firm in charge of merchandising and later took over the foreign sales department.

Mr. Fisher continued as president of the M. A. Packard Company until his death in 1926, when he was succeeded by John S. Kent, who has since occupied the presidency, with Alfred T. Kent as vice president and John S. Kent, Jr., as treasurer.

The company has long been known as the manufacturer of the Packard shoe, which has had an extremely wide sale. In 1928 they decided to put out in addition a medium grade shoe known as the Kent shoe. The new line met with instant recognition and its success today has stamped it as a leader in the popular priced footwear group.

John S. Kent remains as president of the corporation and is prominently known in trade circles, having for three years been elected to the presidency of the National Boot & Shoe Manufacturers Association, while at the present time he is one of its directors. He also served for twenty years as president of the Brockton Shoe Manufacturers Association, which accepted his resignation with deep regret in 1928. He was also at one time president of the New England Shoe & Leather Association and his efforts have not only contributed in notable measure to the success of the M. A. Packard Company but have been an inspirational force in the success of other shoe manufacturing enterprises. He has always believed in cooperation rather than in keen competition and has ever been ready to extend a helping hand to those engaged in similar lines. He has always been a thorough believer in advertising and his company became a pioneer in that field, so that "The Packard Shoe" and the entire organization responsible for its success rightfully maintains the spirit of its slogan—"Dependable Since 1876."

JOHN SAXTON KENT

American shoe manufacturing centers in Massachusetts and Brockton is one of the focal points in the trade in this state, with John Saxton Kent as a prominent representative of the industry in Brockton, for he is the president of the M. A. Packard Company, with which he has been associated for forty-six years. His birth occurred April 18, 1860, in North Bridgewater, now a part of Brockton, his parents being Patrick and Susan (Saxton) Kent. The father, born in 1830, settled in North Bridgewater in 1854 and spent about forty years in the employ of Howard & Clark, furniture dealers. He retired early in the twentieth century, spending his remaining days in the enjoyment of well earned rest,

while his wife passed away in June, 1905. Their children were: John Saxton; Mary Alice, who became the wife of William H. Fitzpatrick, of Brockton; and Katherine L., who married Frank E. Johnston, of Whitman, and now resides in Brockton, Mr. Johnston being connected with the M. A. Packard Company.

In the acquirement of his education Mr. Kent attended the grammar and high schools of North Bridgewater and following his graduation as a member of the class of 1877 pursued a commercial course in the Bryant & Stratton Business College of Boston. In 1884 he became bookkeeper for Moses A. Packard, the well known shoe manufacturer, with whom he continued following the merger of the business under the style of Packard & Grover. After a year's experience as bookkeeper with Mr. Packard, Mr. Kent was made superintendent of the factory and fully met the requirements of this position. When Captain R. B. Grover withdrew from the firm January 1, 1889, the business was reorganized under the name of M. A. Packard & Company, at which time Mr. Kent, together with Oliver M. Fisher, a former employe, became members of the firm. The company was incorporated under the laws of Massachusetts, March 1, 1898, with a capital stock of two hundred thousand dollars, as the M. A. Packard Company, at which time Mr. Kent became treasurer. The company manufactures the well known "Packard" shoe. For almost a half century Mr. Kent has been active in the successful conduct of the business, of which more extended mention is made on another page of this work. The name of Mr. Kent is also widely known in financial circles, for he was one of the founders of the People's Savings Bank, serving as a trustee for several years and as clerk for a decade. He is a director of the Home National Bank of Brockton and in 1915 became one of the organizers of the Morris Plan Company, of which he has since been president.

On the 11th of September, 1889, Mr. Kent married Mary Agnes Clark, daughter of Thomas J. and Ellen (Fitzpatrick) Clark, of New Orleans, Louisiana. They have become parents of four children: Helen Clark, Susan Saxton, John S., Jr., and Alfred Thomas. The daughters are graduates of Elmhurst Academy at Providence, Rhode Island, and both sons are Harvard men, John S. Jr., being now treasurer and superintendent and Alfred T., vice president of the M. A. Packard Company.

The family hold membership in St. Patrick's Roman Catholic church and Mr. Kent belongs to Seville Council, No. 93, K. C. For three years he was president of the Commercial Club of Brockton, with which he is still identified. Recognizing the duties and responsibilities as well as the privileges of citizenship, he has rendered valuable service to his community, having been a member of the school committee from 1886 until 1888 inclusive, and for nine years a trustee of the public library. He has always voted with the republican party and in 1906 was elected on its ticket to the office of mayor, serving in 1907-1908 and 1909. For three years he gave to the city a businesslike administration characterized by many reforms and improvements. Following his retirement from the

mayoralty in 1910 he was unanimously elected one of the sinking fund commissioners for a three years' term. He served on the executive board of the Brockton Hospital for seven years and was president thereof for three years. His public activities have greatly promoted community welfare, while his business interests have made him widely known as one of New England's leading manufacturers. He has been chosen to the presidency of the New England Shoe & Leather Association of Boston, of which he has also been a director, and he likewise served as president of the Brockton Shoe Manufacturers Association for a period of twenty years. During 1917-18-19 he was president of the National Boot & Shoe Manufacturers Association. There is no phase of shoe manufacturing upon which he cannot speak authoritatively as the result of his long experience and comprehensive study of the subject. He is a man of action rather than of theory and his labors have been widely resultant.

BENJAMIN FRANKLIN PHILLIPS

Benjamin Franklin Phillips, owner of the Leominster business enterprise conducted under the name of the E. F. Dodge Paper Box Company, which he purchased in 1927, is also eastern manager for the L. J. Houze Convex Glass Company, with offices in New York, and in the latter capacity he has spent the greater part of his time in the eastern metropolis during the past eight years.

Mr. Phillips was born in Adams, Massachusetts, September 16, 1872, a son of Benjamin Franklin and Catherine Maria (McNeil) Phillips. In the acquirement of an education he attended the grammar and high schools of his native city and subsequently pursued a course in a business college of Pittsfield, Massachusetts. Thereafter he was associated with his father and his brother in the conduct of a woolen mill in Adams for a period of two years and then became connected with the White & Wyckoff Manufacturing Company of Holyoke, manufacturers of stationery, in the service of which concern he worked his way steadily upward until at the time of his resignation in 1907 he was filling the position of office manager. During the succeeding five years he served in a similar capacity with the Smith Tablet Company, stationery manufacturers, and in 1912 he became treasurer of the Yale Novelty Manufacturing Company of Leominster, manufacturers of celluloid novelties. In 1921 he severed his connection with the latter concern to accept the position of eastern manager for the L. J. Houze Convex Glass Company, which he has thus represented to the present time, his duties in this connection keeping him in New York five days of each week. In 1927 he purchased the business of the E. F. Dodge Paper Box Company of Leominster, which he owns personally and conducts as a side line. The enterprise is growing steadily, now providing employment for fifty men and women.

On the 16th of October, 1895, in Adams, Massachusetts, Mr. Phillips



BENJAMIN F. PHILLIPS

was united in marriage to Miss Flora M. Whipple, of that place. His military record covers three years' service with the Massachusetts State Guard. He is a Unitarian in religious faith, and he has membership in the Leominster Club and with the National Paper Box Manufacturers. He enjoys motoring when leisure permits but is a hard worker in whose busy life there have been few idle hours.

ERNEST M. SKINNER

To say that Ernest M. Skinner is the vice president of the Skinner Organ Company places him geographically and establishes his business connections, but it tells little of what the man has done, of the difficulties which he has confronted and overcome, of the high purposes which have actuated him and the inspiring ideals which have ever led him forward. Arthur H. Marks, president of the company, who came to Mr. Skinner's assistance in the development of the great business organization controlled by what is now the Skinner Organ Company, terms him "the most outstanding figure in organ building in this generation or any other," adding: "No other man has made such contributions to the organ, nor built so many distinguished instruments nor enjoyed the friendship of so many organists." At the request of Mr. Marks, Mr. Skinner prepared a few "reminiscences," which present his life story more clearly than any work of a biographer could do. He said: "I was born in the town of Clarion, Pennsylvania, of poor but disconcerted parents. After this event they moved away as soon as possible. My father was a singer and vocal instructor by profession and a director of church choirs at various places where he was tenor soloist. I remember in this connection the first Unitarian church in Taunton, Massachusetts, and St. Stephen's Episcopal church, Providence, Rhode Island. My sojourn in Taunton covered the period between the ages of seven and fourteen. My father organized a local opera company and gave Gilbert and Sullivan's H. M. S. Pinafore and the Pirates of Penzance. I attended all the rehearsals and acquired a great love for the music of these two operas which have survived everything else of the period of similar character. I fell violently in love with the star, Ida Mulle, who was engaged for the principal solo part. She is still a star and has appeared in Chu Chin Chow and later productions under the same management. I was sick at heart after her departure and remember sending her a Maybasket full of candy as a token of my regard. I acquired a love for the tone of the organ at a very early age through hearing the instrument in the Unitarian church where my father sang and where I remember I was unable to move the bellows handle owing to my small strength and height. Later I was engaged as official blow boy for the practice hours of Mr. Edward M. French, then organist of the Baptist church. I thus became acquainted with the music of Batiste and Lemmens and added to my love of the organ which so moved

me that I kept the bellows entirely filled all the time. One day when something went wrong with the bellows I found the hinge of an entire fold had broken loose. I was very proud of having found unaided the cause of the difficulty. I was permitted by Mr. French to arrive early and go inside the instrument and study its mechanism to my heart's content. When repairs were necessary I was the blower on the job and assisted Mr. Cadwalder and Rastus Le Hayes. Mr. Cadwalder died some years ago, but Mr. Le Hayes is still living and active. The repairs I speak of were made about forty-four years ago.

"About this time I became intensely interested in an effort to build an organ myself. It was to be a self-playing organ operated by a drum with pins in the surface to strike the notes. I tried in various ways to make pipes that would speak and was encouraged and assisted by H. M. Tinkham, a salesman in a piano store. He was also a piano tuner. Anyhow, this idea of building an organ never came to completion though it pursued me until I was twenty years of age. I left school at an early age on account of ill health. I worked in various places, two of which were mercantile, and then got a job in a candy factory. I so filled up the first day I have needed no candy since. I couldn't see much ahead and couldn't seem to get anywhere. My father was personally acquainted with George H. Ryder, a small organ builder of Reading, Massachusetts. He arranged that I should go to work for him and I lived happily ever afterward. My first duty was to sweep the shop, after which I wound trackers. After a little while I wound them with a hand-operated machine, which I contrived, at about twice the ordinary speed. I was interested in the voicing, which was remote from any possible contact with me, but later a part of my duties was to act as a helper to William H. Dolbier, Mr. Ryder's voicer and tuner. I desired to know the theory of setting a temperament but found it was a secret. 'Charlie' Moore, a reed voicer for Samuel Pierce, finally told me to sharp the fourths and flatten the fifths and this is all the instruction I ever had in the art of tuning. I bought a piano hammer and practiced on my father's piano by putting it out of tune. I remember my joy the first time I succeeded in killing the 'wolf.' As time went on and my small experience found opportunity I hunted tuning methods and possibilities to a finish. During the few years that I was a tuner exclusively I set temperaments on every stop including every rank of mixtures and by ignoring the octave and using fourths and fifths only developed speed and accuracy. I believe I am responsible for the present method of tuning throughout by fourths and fifths. I recall fifteen or twenty tuners who are following this method through my influence and instruction. After four years with Ryder I was fired one morning by a new Irish foreman and got a job with George S. Hutchings of Boston, for whom I worked as a tuner until I went to work for Jesse Woodberry, also of Boston, who met my expressed desire to travel as an outside man with a promise to send me with an organ going south. Later I was somewhat crestfallen to learn that said organ was going to South Boston, which was as far south as I ever got.

Under promise of a voicing job I went back to Hutchings, but as his draughtsman left I was given this position instead and my first real opportunity. I was with Hutchings twelve years and developed the tubular and electric actions used by him up to the time of my leaving. Mr. Montgomery Sears, a wealthy Boston patron of the arts, was pleased with the way in which I tone regulated and tuned a residence organ for him and sent me abroad to learn what I could of the foreign builders. He asked me how much money I wanted for the trip and by pulling a string with the captain of a liner whom I knew I thought I could get round and back for two hundred and fifty dollars. Mr. Sears gave me five hundred dollars for the trip, as he didn't believe it could be done for two hundred and fifty dollars. I went on a cattle steamer from Boston. It took ten days and I didn't see the sun once the whole trip, as it was a howling hurricane from start to finish. The ship heeled thirty-nine degrees—the only other passengers were three horsemen who were taking over some horses to sell. I sat next to the captain and told a story about Bill Nye who said: 'When I was in England I went to a tailor, Britches maker to the King, when I got them they wouldn't fit anything but two bushel of oats.' I thought it was a funny story but the captain was a Briton and loved his king and he never smiled. My mind was on Bill Nye's britches and his was on the affront to the dignity of his king. My apology was sufficient.

"The first thing I heard when I went ashore was that the Maine had been blown up. The next day I asked a newsboy where St. George's Hall was. He pointed it out and said, 'I'm going there Saturday night.' I also went Saturday night—admission two cents. Dr. Peace played operatic airs on a big Vox Humana to a crowd that filled the hall. After each number there was clapping and yelling and a spontaneous expression of enthusiasm in full keeping with what we hear in these United States at a ball game. There was no doubt whatever that Dr. Peace played to that crowd just what would please them most and that they thoroughly enjoyed it. I then and there acquired an overwhelming sympathy with the idea of music for the common public as well as for the musician. At St. George's Hall I was very fortunate in meeting Henry Willis, Jr., who was most agreeable to me. He sent a man with me to look at one of his organs and permitted me to take measurements of reeds and a fine tremolo which was fine in effect and noiseless. Afterwards at the dinner table he showed me where I had overlooked much of importance and further instructed me in the fundamental principles of reed voicing which were unknown in America as far as my experience goes. I had read of the Willis Tuba on 22-inch wind in St. George's Hall. When I heard it I was wild with enthusiasm. It was so incredibly fine and superior to anything I had ever heard. I owe everything I know of the trumpet family to Henry Willis, Senior and Junior. I was given the freedom of the St. George's Hall organ and I made the most of it. Later, in London, I met Willis, Senior, and his superintendent, who thought I had something to sell and was on that account somewhat aloof.

When he found I was just an admirer of the Willis work he sent me with an attendant to see one or two instruments in churches and was very hospitable. I very much enjoyed an interview with Dr. E. J. Hopkins, who invited me to dinner, an invitation I gladly accepted, as he was a famous organist and writer and most charming host. I did not see anything interesting in England except the Willis reed. The mechanism of all the builders seemed fearfully clumsy and antiquated even to my young eyes twenty-five years ago.

"In Holland I found the touch of the organ abominable and the tone impossible. The reeds were all of the Euphone variety and the ensemble was an aggregation of strident mixtures. I had an interpreter who fed the sextons of the various churches we visited and at the end of our day's excursion asked seventy-five cents for his services and fees paid out. Leaving the train at Antwerp to hear the celebrated chimes, I asked directions of various pedestrians but nobody understood English. I knew then how the poor Dago feels in this country who 'no spik Englis.' By and by I heard a man say, 'I played hell with 'em,' and it sounded like a benediction. He directed me to the chimes.

"After nearly freezing to death, I arrived in Brussels to change cars for Paris. I was parched with thirst but didn't know how to say water in French. Finally I drew a picture of a glass and pitcher in action and so got a drink. In Paris I met Widor and Vierne. I had an interpreter, a German who spoke Francaise and English too. I had a letter to Widor, given by Mr. Sears. He took me to San Sulpice. There was a service on. Vierne, assistant to Widor, was extemporizing upon a Gregorian theme after it was sung by the choir at the other end of the church. I have never heard anything so lofty in conception before or since. The French organ is wonderful in the French church, always having every acoustical advantage that location can give. Mr. Vierne was very kind, as was Widor, who showed me the beautiful Marie Antoinette organ, preserved in a tower room of the church, a picture of which is shown in the American Organist of October, 1922. I visited the factory of Cavaille Coll, but did not see him, as he was very old and seldom came to the factory. I saw a small instrument of his in an auxiliary showroom with the swell pedal in so awkward a position that when the foot was on the shoe the knee was two or three inches above the great keys. I think he must have been experimenting with a balanced swell shoe.

"I returned to England via the Channel boat. It was very rough and the boat was small. I went below but everybody was sick and didn't care who knew it, so I went on deck again. I met Dr. Bridge at Westminster Abbey and heard the organ in a Lenten service. The organ in St. Paul's Cathedral was undergoing repairs, so I did not hear it. I returned to America in another hurricane with but one other passenger and no cargo—another cattle boat. Upon my arrival I reported to Mr. Sears and returned two hundred and fifty dollars which I had left over from the trip.

"My association with George S. Hutchings was most pleasant. It was

one of mutual confidence and we did much important work. The duties of factory superintendent were added to those of draftsman, about the seventh year of my tenure. During the tenth and eleventh years I sold almost the entire output, in addition to my duties as superintendent, and draftsman and development work in tubular and electric actions. I had one assistant in the drafting room. It was during this period that I met William C. Hammond, the organist to whom Holyoke is so deeply indebted. He heads the long list of men of sterling character who have helped to make the Skinner organ by their advice and encouragement, when it was in the formative period.

"About the year 1901, to my great regret and through no act of Mr. Hutchings or myself, I left my old friend and partner and hung my shingle out on a shack in South Boston. I started with a capital of four thousand, three hundred dollars, part of which came from royalties on a piano accenting device now known as the themodist upon which I took out a patent in 1900 or thereabout. It was hard sledding. When I look back upon those early years I fail to see how I contrived to build so many large organs on so limited a capital. During this period I built the organs in the Evangelical Lutheran church, Central Park West and Sixty-sixth street, New York city; Grace church, Plymouth church, Brooklyn, and others of similar character. In 1905 a stock company was formed. Mr. George Foster Peabody of New York made the first subscription to the stock. The balance was taken by Worcester people, one of whom became treasurer. With this new organization I built the organs in the College of the City of New York and the Cathedral of St. John the Divine, St. Thomas, Columbia University, Trinity Cathedral, Cleveland, and two hundred others. Up to this time I was in the office alone. I had one bookkeeper, one stenographer and one draftsman. I met William E. Zeuch of Chicago, and through him Arthur H. Marks.

"What I have done in creating the Skinner organ is due almost wholly to a love of music, plus a mediocre inventive faculty, plus an unbounded belief in the possibilities of the organ. The symphonic orchestral colors have always seemed to me to be as necessary to the organ as to the orchestra and so under the stimulus of some great orchestral or operatic work I have worked out all the orchestral colors and have included them in the Skinner organs. When the organ was planned for Williams College, Mr. Salter insisted on a French horn and so one was written into the specifications. Before that time Richard Strauss' Salome was given by the Manhattan Opera Company and I had heard eight French horns in unison in the Salome dance and was from that time on determined that the French horn should be added to the voices of the organ if I could ever get the opportunity to work it out. The opportunity came and the French horn took its place in the Skinner organ. I had a better French horn than I really expected, for the tone was not only there but the so-called bubble was also present. The reception of the orchestral colors by the various organists has been most curious and follows as definite a law as the law of probabilities in an insurance schedule. Those who are

interested in music for music's sake, the orchestra, opera, piano and any good music have welcomed these voices. The Classicist, the Ritualist and the Purist have fought and disapproved them. One writer says they are neither 'fish, flesh nor fowl,' but we kept on making them and now no organ is considered complete without them.

"I wish I might name those who by their venturesome confidence in a new name, gave that name an opportunity to be heard. I owe it to myself to mention a few. The first is James M. Helfenstein of New York city, through whom I was given the opportunity to build the organ in Grace church and who later through Dr. Huntington gave me the organ to build for the Cathedral of St. John the Divine. Next to Mr. Helfenstein comes Mr. Samuel A. Baldwin, through whose influence I received the order to build the organ in the College of the City of New York, which was, I believe, my first organ to get a national reputation. The Musical Courier once spoke of it as 'the incomparable organ in the College of the City of New York,' and I was not an advertiser. I cannot say more. I have been greatly assisted and encouraged by Clarence Eddy and Edwin H. Lemare, James T. Quarles, Ernest Douglas, B. J. Lang and R. P. Paine of New Britain. I have had many conversations with Charles Heintz upon every side of questions in organ building, including the string organ which another so passionately claims as his invention and to which he is entirely welcome as far as I am concerned, his plan having the usual characteristics of the dilettante, i. e., all complication and no resource. Edwin Arthur Kraft is another whose counsel and music have been stimulating beyond measure. Gaston Dethier, Tertius T. Noble, Miles Farrow, Clarence Dickinson belong to the long list who have welcomed the advent of orchestral color with open arms. To Lynnwood Farnam I owe the confirmation of my belief that nothing is impossible on the modern organ as well as most helpful conversations on the subject of mutations. To some whom I have met infrequently I owe a lasting debt of gratitude for the encouragement of their appreciation and lifelong friendship. Edgar Priest of the Cathedral of SS. Peter and Paul of Washington, D. C., and Hollis E. Dann, professor of music at Ithaca; Dr. George W. Andrews of Oberlin, Canon Jones and Dr. Grosvenor of the Cathedral of St. John the Divine, are men to whom my mind turns with gratitude and to Bishop David H. Greer of New York, who remembered a promise for twenty years and kept it. Time and space will not permit the naming of the many others upon whom I have and am counting for the encouragement of their approval. And while the first and intermediate years of a life of organ building were by no means a bed of roses, the present condition is one relieved from financial worries. Someone else is in charge of the department of worries and I can give my time to thoughts of organs. If I want to sit up until two o'clock in the morning and talk organ I have Arthur Marks to sit up and talk with me. I thought I was the worst case of organ fan ever, but it looks as though there was another fully as bad, if not worse. My mind turns gratefully to those who have collaborated with me during these years, whose interest

in the organ is as great as mine (if that is possible)—William Zeuch, Donald Harrison, George Catlin and Arthur Marks, whose efforts have resulted in an harmonious, well ordered organization, strong enough to weather any storm and capable of protecting and preserving our reputation for quality."

Mr. Skinner was married March 29, 1893, to Mabel H. Hastings, of Bethel, Maine. Their children are: Eugenia, who is now Mrs. Ernest Shorrock and has three children, Dorothy, Richard and Bertha Bonita; Richmond, who married Bonita Foote and has a daughter, Edith, and Ruth, who completes the family.

ARTHUR HUDSON MARKS

It is a trite saying that there is always room at the top, but comparatively few who enter business circles seem to recognize this or do not feel the stimulus of opportunity presented. Here and there, however, are men who grasp the chance not only for personal progress but in connection therewith the chance for the development of notable enterprises which are contributing factors to industrial advancement and therefore public welfare. Of this class Arthur Hudson Marks is a representative and his connection with Massachusetts industries is today that of president of the Skinner Organ Company of Boston—notwithstanding the fact that, as he expresses it, he had an antipathy for pipe organs for thirty years. An inherent love of music, however, conquered this antipathy, which was the result of certain boyhood experiences whereby he was forced to keep quiet during a long Sunday-morning service in the Methodist church of his home community.

It is said, however, that the story of a man's life begins back several generations, and therefore, to begin at the beginning, Arthur H. Marks is descended from old New England families—Marks, Perkins, Henman and Burnell. His four great-grandfathers bearing, respectively, those names were all active in Massachusetts, Maine and New Hampshire at the time of the second war with England and they in turn were descended from those who fought for American independence and whose forebears were among the early colonists. While most of his ancestors lived quiet, uneventful lives, his great-grandfather, John Marks, a man of liberal education for that day, went to sea and became a captain of ships, continuing as such until his marriage in 1816 to Peggy Henman, of Marblehead, who was one of five sisters, the others being Sarah, Rebecca, Abigail and Betsy, all born prior to 1800. After his marriage John Marks became a teacher and was also an artist of local reputation, but later, no longer resisting his love of the briny deep, again took charge of ships and was eventually lost at sea. His son, John Brooks Marks, was married in 1844 to Rebecca Perkins and they were the parents of William Arthur Marks, who was born in Salem, Massachusetts, in 1849. When

fourteen years of age he attempted to enlist as a drummer boy in the Civil war, but parental authority intervened. Eventually he became a capable business man but possessed also the ancestral love of art and painted on Sundays. He married Clara Maria Beede, a native of Maine and a daughter of William and Susan (Burnell) Beede. Mr. Marks utilized Sundays for painting, demanding that the house be kept quiet and that he should not be disturbed. Thus it was that Arthur Hudson Marks, who was born in 1874, was sent on the first day of each week to Sunday-school and to eleven o'clock services at the little Methodist church nearby. It was this enforced attendance, in which he was obliged to listen to a little pipe organ with a half dozen stops, pumped by the village blacksmith, that brought about Mr. Marks' dislike of the instrument. Nor did he have much love for the piano, as he was forced when ten years of age to become a piano pupil, with lessons on Wednesday and Saturday afternoons, which were half holidays, his musical training preventing him from entering into the sports in which the other boys of the neighborhood indulged. His parents desired that he should become a surgeon and this plan found more favor with him than their purpose of making him a proficient piano player.

Mr. Marks was eighteen years of age when he enrolled at Harvard and while there he spent much of his time in the private laboratory of Professor Joseph Torrey, Jr. He afterward secured a position as assistant chemist with the General Electric Company during his college vacation, thus providing money for necessary expenses during the second year of his attendance at Harvard, in which he also did some analytical work and acted as meter reader for the Boston Gas Company, thus supplementing his somewhat exhausted exchequer. He found that this required too much time from study, however, so he devoted two years to working continuously, after which he resumed his interrupted educational course. On leaving Harvard he obtained a position as assistant chemist in a rubber factory, finding the work very congenial. Two years later he was made chief chemist of a larger company and when twenty-three years of age he became general superintendent and chief chemist of the Diamond Rubber Company. His activities in this connection were a matter of the keenest interest to him and he became the active head of several successful allied corporations operating in America, Mexico, England and the Far East. He further broadened the scope of his interests by becoming identified with banks, clubs, hospitals and other activities of a large and growing city, taking prominent part in the public life of Akron, Ohio, where his business affairs centered. In 1912 the Diamond Company was merged with the Goodrich Rubber Company, of which he became the active head as vice president and general manager, having charge of all operations. In this connection he directed the movements of nearly twenty thousand men and not only proved a most thorough and competent executive but also gave considerable time to the study of improving products and processes, with the result that he brought forth several valuable inventions. His interest in the laboratory had never wavered and he

spent a certain amount of time on experimental work, doing things with his own hands, while his keen powers of observation brought to him intimate knowledge of various phases of the business, particularly in the matter of manufacture and improvement of processes. The steady and marvelous growth of the industry, however, more and more largely claimed his entire attention in connection with the management of the trade relations.

All through his life Mr. Marks has centered his interest in science, music and painting, and wishing to pursue his activities along those lines, it was his desire to retire from active business, which, however, he found difficult to do. Watching the trend of events, he foresaw that America would be drawn into the World war and volunteered for service in the United States Navy. Obtaining a leave of absence from his business, he was assigned to active duty in the navy on February 3, 1917, and throughout the entire war period was busily engaged in the development and application of new devices of warfare, becoming expert in poison gases, paravanes, aeroplanes and balloons. At the close of the war he determined that he would not return to active business but would enjoy his freedom after twenty-four years of heavy responsibility and hard work.

But who can foresee the future or foretell what seemingly unimportant incidents will shape a later course? In 1914 Mr. Marks installed an organ in his home and in 1915 purchased one for his yacht. Love of music has ever been one of his dominant characteristics and in 1916 he met Ernest Skinner, founder of the Skinner Organ Company, and went to hear his work. Of it Mr. Marks said: "It was conspicuously better than anything I had ever heard tonally and mechanically and there began instantly a friendship and a cooperation which has endured. Skinner needed financial help and I helped him. But the needs of the Skinner Company were greater than either of us foresaw. We were both optimistic and, for that matter, we are today. I determined to study the business carefully to decide whether to liquidate it or refinance it. In the process of investigation I became more and more fascinated with the pipe organ as a wonderful piece of mechanism and with its music. I was in organs, under organs and on top of organs. I went to hear them everywhere. From famous and infamous old pipe organs all over the country I have wiped off on my person the accumulated dust of ages—dust so long undisturbed that to touch it seemed vandalism. There is something particularly adhesive about it. I remember one hot day a few years ago when Ernest Skinner and I navigated a tortuous passage over, through and under the old organ in the Cincinnati Music Hall. We came out like the Gold Dust twins, smeared from head to foot. It was like sticky fly paper—the more we tried to brush it off, the more we were besmeared. And my smart Knox hat—even Mr. Knox himself could not have recognized it. Like the man who knew all about horses, having slept for six months in a livery stable, so I know all about organs. I have all but slept in them for several years. I came to the conclusions that organ building was not inviting as an occupation for profit. But I had become keenly interested and

I enjoyed the association with musicians and music. I found my associates capable and agreeable. This thorough study of the situation resulted in a reorganization of the business with ample capital, improvements in the factory and those safeguards of quality which were necessary. The business has not been directed during the past four years by a figurehead in an easy chair. I have had to become familiar with organ mechanism and above all with Skinner tone and balance in order not to be too dependent on the opinions of others. I have learned all I could from Ernest Skinner and William Zeuch and a great deal from such men as Farnam, Heinroth, Kraft, Gleason, Goldthwaite, Noble and other leaders of their profession. I look forward to years of progress with my colleagues and find the same interest and pleasure as in the laboratory in earlier days. It is an old saying that more satisfaction is to be had from doing a thing conspicuously well than from doing something merely conspicuously big. It seems to be true."

Thus as the result of a seemingly casual incident Mr. Marks is again in business. The development of the Skinner Organ Company under the presidency of Mr. Marks is a matter of the industrial history of Massachusetts and of the country. His love of music, his inventive genius, his powers of organization have all combined to build up the great productive industry of which he is the head. The organs of the Skinner Organ Company are found in Trinity church of New York city, in many other of the finest churches of the country and in many of America's leading concert halls, and Mr. Marks rejoices not so much in the success of the enterprise as in the fact that he has been able to contribute to the development of the ideals of the founder of the business and to make the products of the plant a source of joy and inspiration to the music-loving public. He is a capitalist with vision, an inventor with ideals, a chemist and mechanic with marked artistic talent and a man who thoroughly enjoys doing a thing and doing it well.

GEORGE L. CATLIN

George L. Catlin, treasurer of the Skinner Organ Company of Boston and thus identified with an internationally known business enterprise, was born in Bridgeport, Connecticut, August 15, 1878, a son of Lyman S. and Helen J. (Lewis) Catlin. The father was a prominent banker of New England who died in 1926.

Liberal educational opportunities were accorded George L. Catlin, who completed his studies by graduation from Yale University in 1901. Early in his business career he had considerable experience with manufacturing concerns in their sales and financial departments and eventually he became associated with the Locomobile Company of America at Bridgeport, in which connection he won advancement to the offices of comptroller and assistant treasurer. With America's entrance into the World

war he enlisted in the navy and was commissioned as ensign at Newport, while later he was made a lieutenant in the Construction Corps and a naval constructor. At that time England had devised an attachment for mine sweeping that had been used successfully by that country and Lieutenant Catlin was designated to go to England so as to become thoroughly familiar with this important weapon of defense. Upon his return he was placed in full charge of the department for equipping American vessels with this valuable design, called a paravane—a contrivance which when attached to the bow of a ship, cut the mine cables without exploding the mines. Lieutenant Catlin was retained in the service by the naval authorities until June, 1919, when he resumed his interrupted connection with the Locomobile Company, so continuing until 1922, when he became the treasurer and general manager for the Skinner Organ Company, of which he is also a director and stockholder. He is the real business executive of the organization, of which Arthur H. Marks of New York is the president; Ernest M. Skinner and William E. Zeuch the vice presidents, and George O. Kingsbury the secretary. This business had its inception in the fertile brain and marked ability of Ernest Skinner, whose life story is told elsewhere in this work and who started with a capital of only forty-three hundred dollars. Notwithstanding his limited funds he produced an organ superior to the great majority then on the market and after operating independently for four years he formed a stock company in 1905. He had already built organs in several of the leading churches of New York city and after the business organization was perfected the company secured contracts for the building of the organs in the College of the City of New York, the Cathedral of St. John the Divine, Columbia University, in Trinity Cathedral of Cleveland and various others. In those early days Mr. Skinner worked alone in the office with one bookkeeper, one stenographer and one draftsman. Later he met William E. Zeuch of Chicago, and through him Arthur H. Marks, who became part of the personnel of the Skinner Organ Company, which Mr. Catlin joined in 1922, being chosen treasurer and general manager. Today the organs of the company are found in almost every state and in every large city of the country, which fact alone indicates the superiority of construction and tonal qualities in every particular. Mr. Catlin is the connecting link between the business organization and the purchasing public and his ability to systematize and coordinate interests has featured largely in the steady expansion of the business of the house. In addition to his connection with the Skinner Organ Company he is a director of the Exchange Trust Company of Boston.

On the 31st of August, 1920, Mr. Catlin was married to Miss Maria Dolores Anisa, of San Francisco, and they have one daughter, Carmelita. The social element in his nature finds expression in his membership in the Exchange Club, the University Club, the Dedham Country Club and the New York Yacht Club. He votes with the republican party and is keenly alive to the vital interests and questions of the day, but the major

part of his time and attention is concentrated upon his business interests. He is a born executive and now each year is adding to the profits of the Skinner Organ Company since assuming direction of its business affairs.

WARREN G. DAVIS

Important printing interests center in Worcester, and in this connection Warren G. Davis is the treasurer of The Davis Press, Inc. Born December 19, 1887, in the city which is still his home, he is a son of Gilbert Gates and Minnie (Warren) Davis. The father, who founded The Davis Press, was born in Paxton, Massachusetts, January 27, 1859, and there acquired his early education. He was only twelve years of age when the family came to Worcester, where he continued his studies until he was graduated from the Classical high school with the class of 1881. His initial commercial experience was gained as a clerk in the book store of Putnam, Davis & Company, a line kindred to that which he made his life work. Five years later he entered the printing business in association with George L. Sanford, opening their establishment at 38 Front street in Worcester in 1886. The business was soon placed upon a substantial basis, and after four years Mr. Davis acquired his partner's interest, continuing under his own name until 1903, when he took out incorporation papers under the style of The Davis Press, of which he became president and treasurer. In 1901 he began the publication of a magazine for art teachers, now known as The School Arts Magazine, and throughout the years of its existence the paper has been accorded a large patronage.

Gilbert G. Davis not only possessed a laudable ambition which prompted him to seek success in business by honorable methods but he also felt the keenest interest in the welfare of his fellowmen and did much to stimulate those activities and organizations which develop character and make for honorable manhood. For seventeen years he was one of the directors of the Young Men's Christian Association. He was likewise an official member of the board of the Massachusetts Sunday School Association, the American Baptist Home Mission Society, the State Board of Promotion, the American Baptist Publication Society and the American Baptist Convention, and his attitude toward all these was most practical. In April, 1899, he joined the Boston Baptist Social Union and served as its vice president in 1909. Fraternally a Mason, he belonged to Morning Star Lodge, A. F. & A. M.; the Royal Arch Chapter; Hiram Council, R. & S. M.; and Worcester County Commandery, K. T. He was connected with the Worcester Chamber of Commerce, the Worcester Mechanics Association, the Worcester Agricultural Society, the Commonwealth Club and the Worcester Country Club. For more than thirty years he was treasurer of the First Baptist church and during about fifteen years of that period was superintendent of the Sunday school. He had served as deacon, as a member of the finance committee and in other offices where his unflin-



Elliot L. Davis

optimism and energy achieved results. The rules which governed his conduct and shaped his relations with his fellowmen were such as gained for him the highest respect, and his death, on October 16, 1921, was the occasion of deep and widespread regret to a circle of friends that included almost everyone with whom he had been brought in contact.

His son, Warren G. Davis, attended Worcester Academy and afterward entered Yale University, from which he was graduated in 1910 with the Bachelor of Arts degree. At the outset of his commercial career he became identified with the printing establishment of his father and after spending two years in the shop learning the trade, he was elected vice president in 1915. In 1919 he was made treasurer of the company, which he still represents in that official capacity. The name of the Davis Press, Inc., has come to be a synonym for excellent workmanship and for progressiveness in this field. The company specializes in creative and direct mail printing and also continues the publication of *The School Arts Magazine*, which is a recognized authority for teachers of drawing and handicraft, being widely circulated among schools as well as individuals. The firm has an office in Palo Alto, California, where Pedro J. Lemos, director of the Museum of Fine Arts of Stanford University, is the editor.

Mr. Davis was married June 25, 1919, in Worcester to Miss Anna Sears, of Framingham, Massachusetts, and they now have two sons, Ronald Sears and Gilbert Sears, aged respectively nine and six years. During the World war Mr. Davis enlisted as a private in the Quartermaster's Corps. He remained in the army for twenty-three months and became a second lieutenant in the office of the Chief of Finance of the General Staff, stationed in Paris. Fraternally he is a Mason with membership in Morning Star Lodge, and both he and his wife are affiliated with the First Unitarian church. He is also connected with the Worcester Club, the Worcester Country Club and the Tatnuck Country Club.

RAE MACCOLLUM SPENCER

Rae MacCollum Spencer, whose association with The Davis Press, Inc., dates from 1902, was born in Milford, Massachusetts, July 9, 1887, a son of Hezekiah Albert and Caroline Foster (Whidden) Spencer. His education was completed in Worcester Academy and throughout his entire business life he has been connected with printing. The Davis Press, Inc., organized under its present form in 1902, at which time Mr. Spencer began his work with the concern, is devoted to printing, advertising and consulting work, and he is the vice president and one of the directors. The organization fully maintains its reputation and its slogan of "Good Printing" and has a splendidly equipped plant in the Printers building at 44 Portland street in Worcester. Mr. Spencer has contributed in substantial measure to the success of the enterprise, owing to his comprehensive knowledge of every phase of the business and his executive force.

On the 7th of September, 1910, in Shrewsbury, Massachusetts, Mr. Spencer was married to Miss Ruth Irene Dunton, who was born in Milford, this state, May 23, 1888. They have become the parents of a son, Donald Perry, and a daughter, June Caroline. Mrs. Spencer is a member of the Woman's Club and the Worcester County Association for the Blind, while both Mr. and Mrs. Spencer are Baptists in religious faith. He belongs to the Worcester Country Club, the Worcester Kiwanis Club, the Advertising Club of Worcester and the Economic Club—associations that indicate much of the nature of his interests and activities. In community affairs as well as in business he displays a progressive spirit, and his activities are always far-reaching.

JAMES GILET

James Gilet landed in New York, September 18, 1897. Back of him was broad experience gained in connection with the textile industries of Verviers, Belgium, which is the textile center of that country. There he was born August 15, 1870, and the public schools of his native city accorded him his educational opportunities. He then began learning the trade of scouring and carbonizing wool, and thinking to find still better and broader business opportunities in the new world, he crossed the Atlantic, landing in New York on the 18th of September, 1897. He immediately sought a position in the line of his trade, spending a week in Philadelphia and afterward visiting various mills of Rhode Island and Connecticut. After several weeks spent in a search for employment, he met George F. Willett and entered his employ in a Norwood plant, installing a scouring and carbonizing department for wool. After remaining there for two years he obtained a position with the Hellman-Goddlove Company of St. Louis in a similar capacity, working there for two years, when the company sold the equipment in 1900 to a firm of Las Vegas, New Mexico, and Mr. Gilet was given charge of the work of shipping and installing the machinery for the new firm, after which he continued in charge of the Las Vegas plant for four years.

In 1905 he returned to Belgium in order to acquaint himself with the improvements that had been made in the business and after a year accepted a position as salesman for two Belgian firms, for which he sold steel heddles and paper tubes, traveling over the eastern part of the United States in this connection for four months. In 1906 he formed the Woonsocket Scouring & Carbonizing Company in Woonsocket, and in July, 1909, he started in business alone under the name of Gilet Carbonizing Company, leasing the scouring and carbonizing department of the River Spinning Company in Woonsocket, where he remained until the end of 1911, when he removed to Lowell, Massachusetts. Here he organized the Gilet Carbonizing Company, Inc., doing a commission business in scouring, carbonizing and depainting wools and noils. In the early



JAMES GILET

years there was a continuous struggle to establish good will and win a profitable trade, for there was much competition, but he turned out excellent work and in time became recognized as one of the best representatives of the business. On the 10th of April, 1922, he reincorporated, retaining the same name, and has since been president and treasurer of the Gilet Carbonizing Company, which has enjoyed a substantial growth, so that the business is now one of gratifying proportions. Mr. Gilet is recognized as a leader in turning out work of the highest grade and is patronized by leading wool companies throughout the country.

Returning to Belgium, Mr. Gilet was married on January 15, 1898, to Miss Hortense Bauer, of Verviers, and they are now the parents of four children. Albert was graduated from the Lowell high school and from the Lowell Textile School and was with the aviation service during the World war. He worked for six months in Belgium to obtain a more comprehensive knowledge of the trade which he had learned here and is now associated in business with his father. Irene is a graduate of the Lowell high school and of the State Normal School at Lowell, in which she completed two years' work in a year and a half and stood second in a class of four hundred. She won the first medal in Lowell for proficiency in American history and received the Carney medal for general ability and scholarship, and she is now a teacher in the public schools of Medford, Massachusetts. Myriam, a graduate of Lowell high school, is now acting as bookkeeper and stenographer with the Gilet Carbonizing Company, Inc. Edgar is a pupil in the Lowell high school.

The family attend St. Margaret's Catholic church, and Mr. Gilet is identified with the Chamber of Commerce and with the Lions Club. He stands for all that makes for progress in his community and has manifested a particularly progressive spirit in connection with his business, which he has developed along substantial lines, making excellence of service and thorough reliability the basis of his success.

RICHARD D. SEAMANS

Richard D. Seamans, of the firm of Seamans, Stetson & Tuttle, certified public accountants of Boston, was born in Salem, Massachusetts, December 20, 1890, and is a son of Francis A. and Caroline S. (Broadhead) Seamans, who were also born in this state. The father is a merchant, carrying on business as a member of the firm of Perrin, Seamans & Company, at 57 Oliver street, Boston.

Richard D. Seamans supplemented his public school education by a course in Harvard University, winning the Bachelor of Arts degree in 1913, and in 1916 he was licensed as a certified public accountant. Two years before this he became associated with the firm of Harvey S. Chase & Company, public accountants, and was admitted to a partnership in 1920. At a later date the business was taken over by the firm of Seamans,

Stetson & Tuttle, the partners of Mr. Seamans being Charles A. Stetson, Charles C. Tuttle and Arthur P. Bachelder. This is today one of the leading firms in their line in Boston. While they continue in general practice, they largely specialize in brokerage work and they have an extensive patronage of a highly important character, in which connection they render most efficient service. Mr. Seamans has membership with the Certified Public Accountants of Massachusetts, the American Institute of Accountants and the National Association of Cost Accountants.

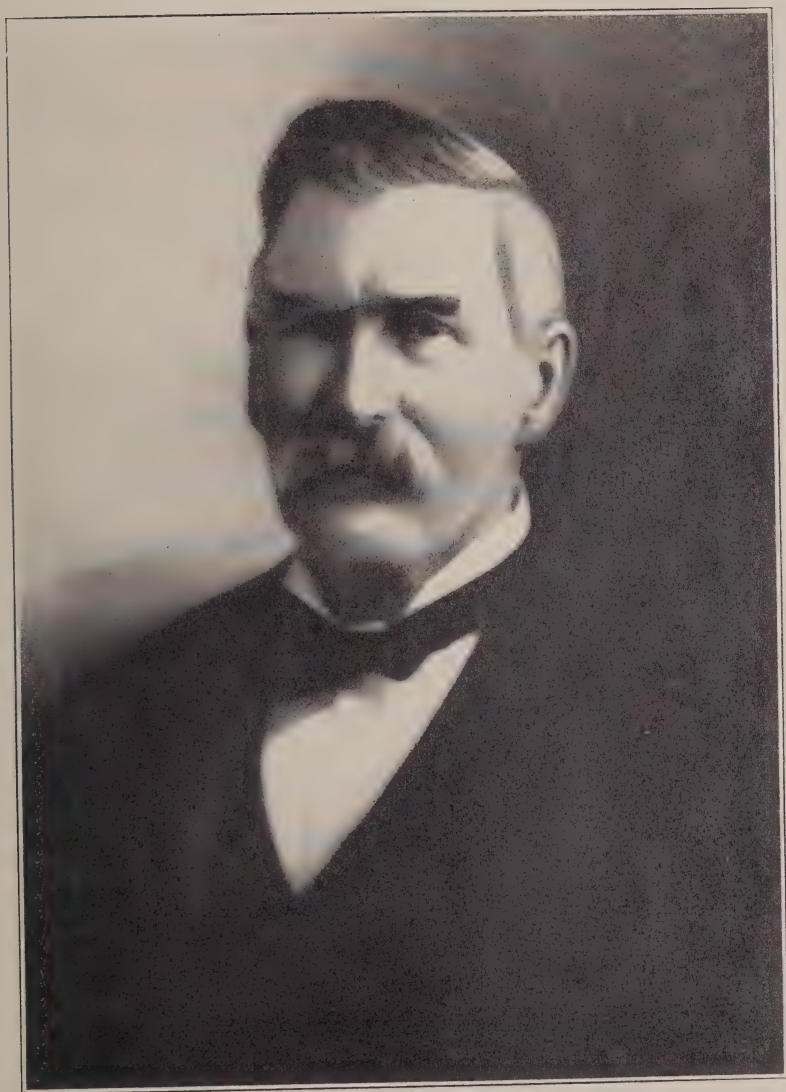
On the 28th of April, 1917, Mr. Seamans was married to Nathalie P. Gifford and they have four children: James O., Eleanor, Harriet and Francis (II), who with their parents, occupy an attractive residence in Salem.

During the World war Mr. Seamans acted as resident auditor of the United States shipping board. He has always been interested in community welfare and was a member of the Salem city government from 1923 until 1926. In 1927 he was elected to represent his district in the Massachusetts house of representatives and was made a member of the committee on taxation, while at the present writing he is serving on the legislation committee. He is a member of the Masonic fraternity and belongs to the Salem Country Club, the Union Club of Boston and the Harvard Club of New York. He largely finds his recreation in golf and keeps physically fit through his activity on the links but allows nothing to interfere with the prompt and faithful performance of his professional duties, and his thoroughness, capability and reliability have been the basic features in his growing success.

J. H. HORNE & SONS COMPANY

The story of this concern is one which parallels the history of modern paper making, and at all times the enterprise has kept pace with the progress and improvement in this field, while on many occasions its spirit of initiative has given it leadership in various improvements which have been introduced. During the Civil war period John H. Horne, grandfather of the present head of the company, was experimenting with paper making in Medfield, Massachusetts, continuing his efforts until his labors were crowned with success, and he began the manufacture of paper making machinery in that city. Naturally he was keenly interested in what others were doing along the same line and was particularly impressed with the models of Fourdrinier, who more than a half century before had perfected a process for making paper by machinery.

In 1871 Mr. Horne established a factory in Lawrence which he operated with the assistance of two employes, having a little building twenty by forty feet. The skill which he displayed attracted the attention of paper makers of the city, and he won favor through the improvements which he



JOHN H. HORNE

had produced on old-time machines. Accordingly his business grew as his machinery met the demands of the trade, and when he removed to Island street he was employing forty men, all skilled laborers. Still the business constantly developed until the plant was enlarged four times, and in 1887 additional space was secured by a removal to the present site of the plant in South Lawrence, along the line of the Boston & Maine Railroad. The new building had a floor space of about two and a half acres, and employment was given to one hundred and fifty workmen. The establishment of the J. H. Horne & Sons Company now equals the best in the field and has far out-stripped many of its competitors. The present plant comprises a complete pattern shop, a factory used exclusively by the company, and a modern machine shop equipped with some of the largest and finest machines to be found in the United States. The foundry, seventy by one hundred and fifty feet in size, is equipped to handle the largest castings necessary. The machine shop is four hundred feet in length and the pattern shop is also of large dimensions. From this plant have been turned out the two largest paper making machines in America. Drawings of every part, from the smallest to the largest, are made in order to secure absolute accuracy in manufacture. From these drawings the patterns are made and thus great skill is demanded in the pattern shop. The patterns are made from pine and must be exact duplicates of the great castings that eventually become a part of the machine. It is said that it would require a half million dollars to replace the patterns stored in the lofts of the Horne Company's plant. From the pattern shop the pine forms are taken to the moulding room, where skilled labor produces the necessary moulds. As soon as the castings are made they are taken to the machine shop, where skilled men, with the aid of lathes, planers and other machines of large proportions, work upon them and fashion them to fit the place for which they are designed, and they must fit to a point of nicety, as the variation of a fraction of an inch might cause considerable trouble. Before a machine is finally ready to ship it is assembled in order to see that the adjustment is perfect.

Something of the volume of business of this house is shown in the fact that machines have been built and shipped to every section of the world where modern paper making machines are needed. Shipments have been made to Japan, China, South American countries, the Philippines, Canada, England and other European countries as well as to every section of the United States. The company's output includes not only paper making machines but also every other kind of machine required in the process of making any kind of paper. It is the boast of the company that it can produce anything in this line and vary the machine to suit the demands of the purchaser. The machines are so constructed and of such durable material that it is expected that they will last from forty to fifty years. More than one thousand tons of pig iron are annually used in the building of paper mill machinery alone, and a proportionate number of tons of brass is received each year to be used in the finished product, together

with thousands of feet of cypress, spruce and pine lumber. Recently the company shipped to Kalamazoo, Michigan, the largest paper making machine in the United States, and the plant can turn out one such machine in about two months, while the ordinary type of machine is made at the rate of five each year. The machine sent to Kalamazoo is three hundred feet in length, one hundred and seventy inches wide and weighs more than one and a half million pounds, and although complete in every detail, it required weeks to set it up ready for operation. Its proportions, however, are so exact that it can be controlled by one man. It includes great drying drums, in which the temperature is kept constantly at two hundred and fifteen degrees, experiment having proven that this is best suited to properly seasoning the paper stock, and the machinery has been so developed that there is no varying in the width or thickness of the paper, all this being cared for automatically. In a word, the J. H. Horne & Sons Company has produced the finest and best that can be made in paper making machinery and the business heightens the fame of Massachusetts as an industrial center of the world.

JOHN HENRY HORNE

More than a quarter of a century has passed since John Henry Horne departed this life but it is imperative that mention be made of him in connection with Massachusetts industries because he was the founder and promoter of one of the important business interests of the state, the paper machinery manufacturing concern still carried on under the name of J. H. Horne & Sons Company. This is today one of the largest organizations of the kind in America and its value as a business unit of the state is indisputable.

John Henry Horne was born in Stratham, New Hampshire, July 6, 1829, and there he remained to the age of sixteen years, removing to Lawrence in 1845. In his youthful days he served an apprenticeship to the blacksmith's trade, at which he worked for some time, and during the construction of the dam he was employed in sharpening the tools of the workmen both at Lawrence and at Pelham, where was obtained much of the stone used in building the dam.

After a few years spent in Lawrence, Mr. Horne took up his abode in Rockland, Maine, where he followed his trade, and upon his return to Massachusetts settled in Boston. In the meantime he had become interested in the idea of manufacturing paper mill machinery and carefully pondered the matter until his plans reached fruition in the establishment of a small plant of that character in Medfield in 1863. The enterprise, which attracted but little attention at the outset, has since been developed into one of the largest business institutions of its kind in the world.

Mr. Horne again took up his residence in Lawrence in 1871, when he removed his business to this place, opening a little shop. From the outset

he maintained the highest standards in production, and he was constantly seeking to meet the demands of the trade in a satisfactory manner, so that his business increased year by year, and in 1892 it was necessary that he secure larger quarters. He had started out in a little structure twenty by forty feet, and with his removal he occupied a building forty by two hundred feet, there carrying on operations for five years, when the present plant in South Lawrence was built. Since that time, however, many necessary additions have been made, and from time to time improved machinery has been introduced until the modest business which he established has become one of the most important paper machinery production plants in the country. It is the outcome of the clear vision and the laudable ambition of its founder, who thus played an important part in the promotion of industrial activity in Massachusetts.

In 1850 Mr. Horne was married to Miss Emma Ann Frost, who passed away October 13, 1900, and from that time forward Mr. Horne's health failed until he departed this life September 19, 1904. He was well known in fraternal circles, having membership in Tuscan Lodge, F. & A. M.; Mount Sinai Chapter, R. A. M.; Lawrence Council, R. & S. M.; and Bethany Commandery, K. T., of Lawrence. He was also a member of Merri-mack Lodge of the Knights of Honor, Pacific Lodge, A. O. U. W., and Olive Commandery of the Order of the Golden Cross. He was always modest in demeanor, and his life was free from ostentation and display, but he enjoyed the highest regard of those who knew him and especially of those in his employ, many of whom he befriended, and among the number were various ones who owe their start in life to his generous assistance. His own record is certainly most creditable. Starting out as a blacksmith's apprentice, he worked his way upward, constantly broadening his knowledge through study and experience and developing his powers to a point where he was able to control one of the chief paper making machinery plants of the United States.

JOHN E. HORNE

The name of Horne is inseparably interwoven with the history of industrial development in Lawrence, and the fame of the family in this connection was heightened by the activities of John E. Horne, who became his father's associate and later his successor in the conduct of the business of manufacturing paper making machinery. He was born in Medfield, Massachusetts, April 7, 1865, a son of John H. and Emma Ann (Frost) Horne, mentioned elsewhere in this work. He came to Lawrence with the family in 1870, so that practically his entire life was here passed.

The little industry which his father had established was growing in importance as he came into active connection therewith. He thoroughly acquainted himself with every phase of the work, knew the possibilities of the plant and kept in touch with the development of modern processes

of manufacturing paper making machinery. From the beginning the enterprise has grown and John E. Horne contributed to its steady development. After the removal to Island street the plant was enlarged four times but the continuous growth of the trade made it necessary to seek still larger quarters in 1887 and the present location at the Boston & Maine station in South Lawrence was secured. Each forward step for many years marked the expression of the enterprising spirit and progressive methods of John E. Horne, whose association with the business continued until his death in 1928. He was also a director of the Merchants Trust Company and the Broadway Savings Bank of Lawrence, while of the Holyoke Bar Company of Holyoke, Massachusetts, he served as president.

Like his father, John E. Horne was prominent in Masonic circles and was the first candidate received in Masonry when the new Aleppo Temple on Jackson street in Lawrence was dedicated, just as his father had been the first Masonic candidate in the old temple. John E. Horne belonged to Grecian Lodge, F. & A. M.; Mount Sinai Chapter, R. A. M.; Lawrence Council, R. & S. M.; Bethany Commandery, No. 17, K. T.; Lawrence Lodge of Perfection of the Princes of Jerusalem at Lawrence; the Rose Croix of Lawrence; the Consistory at Boston, and Aleppo Temple of the Mystic Shrine. He was likewise identified with the Independent Order of Odd Fellows.

Mr. Horne was united in marriage to Miss Evelyn M. Harper, and they became the parents of three children: Gertrude E., who supplemented her high school education by a course in Abbott Academy; Marion, who attended the grammar schools of Lawrence, the Thompson school of Northampton, the Chamberlain school in Boston and became an art student in Boston University; and Henry Franklin, who continues the business which was established by the grandfather, promoted by the father and is now wisely directed by the son.

HENRY FRANKLIN HORNE

Henry Franklin Horne, treasurer of the J. H. Horne & Sons Company, owners of one of the largest paper making machine plants in the country, has spent his entire life in Lawrence, where he was born May 17, 1900, a son of John E. and Evelyn M. (Harper) Horne. He attended the grammar and high schools of Lawrence and then studied law at Chauncey Hall in Boston. With his return home he worked for two years in the shops of the J. H. Horne & Sons Company, thus gaining an intimate and practical knowledge of all the details of the manufacturing end of the business. He then spent six months upon the road, setting up machinery, which shows that he had become familiar with the technical phases of the work as well. He was next active in the drafting and business administration departments and upon his father's death in November, 1928, was elected



JOHN E. HORNE

treasurer of the company, which is one of the foremost industrial concerns of the state, a detailed account of the business being given on another page of this work.

On the 18th of October, 1928, Henry F. Horne was married to Miss Louise Caldwell, of Malden, Massachusetts. He is a member of the Merri-mac Valley Country Club, of the Associated Industries of Massachusetts and the National Founders Association, while for recreation he turns to yachting. He is a worthy successor of those who have preceded him as heads of a mammoth productive industry and is proving a capable executive in directing the affairs of the house.

ARTHUR PERKINS RUSSELL

Arthur Perkins Russell, for forty-one years connected with the New York, New Haven & Hartford Railroad Company, being now executive vice president, with offices in Boston, is also widely known as a representative of various other business interests. Born in Leominster, Massachusetts, June 16, 1871, he is a son of the Rev. Thomas Clarkson and Helena (Taylor) Russell, both representatives of old American families. He completed his education in 1888 and entered the employ of the New York & New England Railroad Company as office boy in the executive offices at Boston, being then a youth of sixteen years. From that time forward his course has been one of steady progress. His first promotion made him chief clerk to the secretary of the company and he was afterward secretary to the vice president and general manager. In 1898, when the New England road was leased to the New Haven, he was appointed chief clerk in the law department of the company for Massachusetts and in 1907 was admitted to the Massachusetts bar. At a later date he served as assistant attorney at Boston and from 1910 until 1913 filled the position of legislative counsel for the company in Massachusetts. Following his transfer to New Haven on January 1, 1914, he was given charge of the newly organized valuation department of the railroad and on the 1st of February, 1918, was made federal counsel in charge not only of valuation but of relations with the government, including the Interstate Commerce Commission. On the 1st of July of that year, when the control and operation of the roads was actually separated from the corporate affairs, he remained with the corporation as assistant general counsel and corporate commissioner of real estate. On March 1, 1920, he was appointed vice president, with headquarters at Boston, representing the president of the railroad in all matters, and in addition was placed in direct charge of the real estate, valuation and insurance departments. He is also chairman of the industrial development committee. On the 1st of December, 1923, his duties were enlarged to include general jurisdiction in all matters pertaining to public relations and publicity.

On the 15th of June, 1925, Mr. Russell became president of the New England Transportation Company, a subsidiary company to the railroad, chartered for the purpose of operating motor coaches on the highways of Massachusetts, Rhode Island, Connecticut and New York. He was elected executive vice president of the New York, New Haven & Hartford Railroad Company, effective January 22, 1929, and he is also the president and director of the Boston Railroad Holding Company; chairman of the trustees of the Boston Terminal Company; president and director of the Union Freight Railroad Company; director of the Old Colony Railroad Company and many other subsidiaries of the New York, New Haven & Hartford Railroad Company. He is also chairman of the motor transport division of the American Railway Association and president of the New England Motor Bus Association.

Mr. Russell maintains his residence in Hingham. In 1904 he married Miss Mae Kimball of Augusta, Maine, and they have three adopted sons: Kenneth B., Leon B. and Clayton B. Russell.

Mr. Russell finds his recreation in horseback riding, golf, hunting and fishing and his social activities are largely expressed through his membership in the Exchange and Algonquin Clubs of Boston, the South Shore Country Club, the Cohasset Country Club and the Racquet Club of Washington, D. C. For over a quarter of a century he has been an exponent of Masonry. His interest in community welfare has been manifest in many tangible ways, including service as a member of the common council of Boston, representing the Dorchester district in 1897-1898. The following year he was elected on the republican ticket to the general assembly and represented his district in the house through the three successive years, bringing to bear on all state problems the same thoroughness and discrimination which has characterized his business record, whereby the office boy has become one of the outstanding railroad executives of New England.

CALVIN D. PAIGE

The cotton industry finds a leading representative in Calvin D. Paige, who is president of the Central Mills Company of Southbridge, and in matters of public importance he also figures as a representative and influential resident of his section of the state, for he has been congressional representative of his district in Washington.

Mr. Paige was born in Southbridge, May 20, 1848, a son of Calvin A. and Mercy (Dresser) Paige. His father's birth occurred in the same city, June 7, 1820, his parents being Timothy and Cynthia (Ammidon) Paige, whose comparatively early deaths left their son Calvin an orphan when eight years of age. He afterward made his home with Dr. Samuel Hartwell and when a youth of thirteen entered the employ of Plimpton & Lane as a clerk in their store at Southbridge. When fifteen years of



CALVIN D. PAIGE

age he went to Northfield, Vermont, where for two years he was employed in the store of Charles Paine, afterward governor of that state. Following his return to Southbridge, Mr. Paige filled a position in the store of John Seabury & Company until 1843, and in 1844 became clerk and bookkeeper in the cotton mill of the Dresser Manufacturing Company. In 1850 he was advanced to the position of agent and operated the mill until 1870, when it was destroyed by fire. He then retired from active participation in business although he possessed large and important real estate holdings. During the Civil war he was appointed a government enrolling officer and in 1883 was commissioned to qualify civil officers. In 1863 he was elected to the Massachusetts house of representatives and thus in various ways he left the impress of his individuality and ability upon the history of the state. He figured, too, in financial circles as a director of the Southbridge National Bank and the Southbridge Savings Bank. On the 9th of May, 1843, Mr. Paige was married to Miss Mercy Dresser, and they became the parents of a daughter, Mary E., and a son, Calvin D. After losing his first wife Mr. Paige married Ellen Jane Schofield on the 20th of February, 1856, and they had one son, Frank S.

Calvin D. Paige passed through consecutive grades of the public schools of his native city to the high school and when his education was completed he became connected with cotton manufacturing, turning to the line in which his father was engaged. After gaining a practical knowledge of the business he advanced in an orderly progression to the presidency of the Central Mills Company of Southbridge and still remains an active factor among the manufacturers of cotton goods in this state. He is likewise president of the Southbridge Savings Bank.

In October, 1873, Mr. Paige was married to Miss Ida Frances Edwards, of Southbridge, and they have long occupied an enviable position in social circles, while in the public life of the community Mr. Paige has exerted a widely felt and beneficial influence. He filled the office of selectman at Southbridge, was a member of the Massachusetts house of representatives and also served on the governor's council. In 1904 he was made a republican presidential elector and had previously been a member of the republican state committee. In 1913 he was chosen to represent his district in the sixty-third congress and was again thus connected with the sixty-eighth congress and with all the intervening sessions of that body, serving in the lower house of the national legislative assembly from 1913 until 1925 from the third Massachusetts district. His study of vital public problems has never been superficial. He has delved deep into the matters which have come up for settlement, and his support of a measure is an indication of his firm belief in its efficacy as a factor in good government. Mr. Paige is a member of the Quinabaug Historical Society and is also connected with the Worcester Club, the Southbridge Club, the Home Market of Boston, of which he is a director, the Worcester County Republican Club and the Army and Navy Club of Washington, D. C. He has been a member of the joint commission on

postal service, and among national leaders his opinions have come to be accepted as authority upon many questions of essential value to the commonwealth and country.

BURNSIDE E. SAWYER

Burnside E. Sawyer is a native son of Worcester county, where in 1908 he organized the Diadem Manufacturing Company of Fitchburg, of which he has since been president and treasurer. The company is engaged in the production of celluloid specialties such as pins and combs and maintains sales offices in New York, Chicago, Los Angeles and San Francisco.

Mr. Sawyer was born at East Templeton, Massachusetts, October 10, 1861, a son of Joseph B. and Martha (Lewis) Sawyer, and pursued a grade and high school education in his youth. He learned the tool-maker's trade, specializing on tools for watchmaking. He was employed along that line by different concerns for a number of years or until 1895. In 1908 the Diadem Manufacturing Company of Fitchburg was organized and was incorporated in 1910 with B. E. Sawyer as president and treasurer and later Lester T. Sawyer became superintendent and assistant treasurer.

On the 29th of September, 1897, Burnside E. Sawyer was united in marriage to Celia E. Thorndyke, of Shelburne Falls, Massachusetts. They are the parents of a son and a daughter: Lester T., whose biography follows this; and Allistene, at home. Mr. Sawyer is a republican in politics and has membership in the Fay Club.

LESTER T. SAWYER

Lester T. Sawyer, while still a young man, has gained creditable place as a representative of the productive industries of Massachusetts through his connection with the Fitchburg Manufacturing Company, of which he is the treasurer, and of the Diadem Manufacturing Company, of which he is assistant treasurer and manager. Massachusetts claims him as a native son, for he was born in Athol, October 25, 1898. He attended the grade and high schools of Fitchburg while spending his youthful days in the home of his parents, Mr. and Mrs. B. E. Sawyer, and later was a student in the Burdett Business College. He then became interested in the business of his father, who was president of the Diadem Manufacturing Company, engaged in the production of celluloid novelties, and when but eighteen years of age he took personal charge of the operations of the plant. In 1928 he became owner of the business of the Fitchburg Manufacturing Company, devoted to the manufacture of wood novelties,

including toys, hat racks and other things, and is now treasurer of the corporation. He likewise remains assistant treasurer and manager of the Diadem Manufacturing Company, which has sales offices in New York, Chicago, Los Angeles and San Francisco.

On December 1, 1920, Mr. Sawyer was married to Miss Alice C. Leahy, of Ayer, Massachusetts, who is active in welfare work and is prominent in music circles. She is a graduate of the Boston Conservatory of Music, is chairman of the music committee of the Woman's Club and her singing voice is one of rare beauty. Mr. Sawyer is an Episcopalian, a member of the Chamber of Commerce and the Rotary Club and is serving as chairman of the winter sports committee. He is also president of the Alpine Golf Club, and a member of the Fay Club and in his recreations and outside interests maintains that even balance to intense business activity which makes for well rounded development.

CARL FREDERICK WOODS

Carl Frederick Woods well deserves mention among the industrial leaders of Massachusetts by reason of the scope and importance of his business connections. He is now president and general manager of the Crosby Steam Gage & Valve Company and is financially interested in many other undertakings which he represents as a member of the board of directors.

His birth occurred at West Brookfield, Massachusetts, February 20, 1885, his parents being Austin Franklin and Caroline Woods. He attended the Warren high school at Warren, Massachusetts, and then entered Dartmouth College, from which he was graduated with the Bachelor of Science degree as a member of the class of 1904. He first turned his attention to educational work by becoming an instructor at Dartmouth College, but after a year spent in that connection he entered the employ of the American Window Glass Company, with which he continued for a year. He then entered the service of the United States Navy as a chemist and was assigned to duty in the proving plant of high explosives at Indianhead, Maryland, where he remained for about two years. Returning to New England, he was employed by Arthur D. Little, Inc., of Cambridge, Massachusetts, and remained in that connection for about thirteen years, during which time his capability won him various promotions, so that when he resigned he was filling the office of vice president.

In 1920 Mr. Woods organized Caswell & Woods Associates, a Massachusetts trust, of which he became a trustee. In 1924 Mr. Caswell retired, and Mr. Woods continued the business. In 1924 he became president and general manager of the Crosby Steam Gage & Valve Company and has since functioned in those capacities. This company is engaged in the manufacture of safety valves and steam specialties, and the business is one of substantial proportions. With the passing years Mr. Woods

has extended his connection into other fields and is now a director of the Whipple Corporation of Boston, which operates the Parker House and Touraine Hotel; is president and treasurer of the New Ocean House, Inc., of Swampscott; director of H. D. Foss & Company, Inc., of Cambridge; director of Selden Worsted Mills of Methuen; director of the White Son Company bookbinders' supplies and importers of fine leathers; a director of the Utah Metal & Tunnel Company; a director of the Colonial Board Company of Manchester, Connecticut, and one of the incorporators of the Winchester Savings Bank.

On the 17th of April, 1907, in Salem, Massachusetts, Mr. Woods was married to Katherine Dugan, who was born in Salem in August, 1885. They have one son, James Franklin, nineteen years of age, and a daughter, Katherine, ten years of age.

The parents are members of the Church of the Epiphany of Winchester. Mr. Woods belongs to Kappa Kappa Kappa, a society of Dartmouth College, and is secretary of the Dartmouth Club of Winchester, while formerly he was president of the Dartmouth Club of Boston and is a trustee of the Dartmouth Educational Association. His interest in the welfare of his alma mater has never abated and has been manifest in many tangible ways. In club circles Mr. Woods is well known, having membership in the Winchester Country Club, the University Club of Boston, the Dartmouth Club of New York, the Plymouth Country Club and the Pilgrim Yacht Club. He belongs to the Chamber of Commerce and his support of progressive public measures has been an element in progress and advancement in this section of the state. He served as chairman of the Winchester board of health from 1920 until 1925 and was a member of the town finance committee in 1919. His cooperation can at all times be counted upon to further the general good, while his business activities have been a contributing element to the material advancement of the state.

HENRY T. G. DYSON

Manufacturing interests at Hudson find a worthy representative in Henry T. G. Dyson, who is wisely directing the activities of the Hudson Worsted Company of which he is president and treasurer, and is also treasurer of the Hudson Combing Company. The spirit of progress actuates him in all that he undertakes and this quality, added to his long experience in worsted manufacturing, has gained him a place of leadership in his particular line.

Mr. Dyson comes from a country which has long based its prosperity upon its textile industry, for he was born in Barnsley, Yorkshire, England, October 4, 1858, his parents being Henry and Hannah (Gaunt) Dyson, the former an engineer in the coal mines of Barnsley. The son obtained a public school education in Yorkshire, but his textbooks were



HENRY T. G. DYSON

early put aside, for at the age of nine years he obtained a position as general errand boy with John Smith & Sons in Bradford, England, and thus gained his initial business experience. Afterward he continually broadened his knowledge of industrial activity by reason of the various positions he held in his native country, where he remained until he reached the age of thirty years. Coming to the United States in 1888, he secured the position of superintendent with the British Hosiery Company at Thornton, Rhode Island. A year later he became overseer of the Tillotson Manufacturing Company in Pittsfield, Massachusetts, and was overseer of carding combing for the Nonantum Worsted Company of Newton, this state, from 1890 until 1896. The latter year witnessed his arrival in Hudson, at which time he leased the Brigham factory, one of the old industrial plants of the town, and organized the Hudson Worsted Company, which has since carried on a profitable business in combing wool for worsted spinners. The growth of the business was indicated in the fact that in 1902 Mr. Dyson erected a brick mill two hundred by sixty feet in dimensions and four stories in height. This he equipped with the latest and best machinery in his line and today the volume of business justifies the employment of more than two hundred and fifty operatives.

As the years have passed Mr. Dyson has broadened the scope of his interests and activities by becoming the owner of the Hudson Narrow Fabric Company and a director of the Hudson Combing Company and of the Wottonotoc Spinning Company. He is likewise a director of the Hudson National Bank and is regarded as a man of sound business judgment and enterprising methods. When one avenue of opportunity has seemed closed he has always sought out other paths whereby he might reach the desired goal, and he never stops short of the successful accomplishment of his purpose.

On the 26th of December, 1883, Mr. Dyson was married in Barnsley to Miss Sophie Clarkson, a daughter of Benjamin and Betsy (Sedgwick) Clarkson. They hold membership in the Episcopal church, and Mr. Dyson is also identified with the Episcopal Club. Along fraternal lines he is connected with the Ancient Order of United Workmen and the Masonic order, in which he has taken the degrees of the York Rite, and has also become a Noble of Aleppo Temple of the Mystic Shrine. In club circles, too, his name is a familiar one, for he belongs to the Hudson Square and Compass Club, the Beacon Hill Square and Compass Club of Boston and the Home Market Club of Boston. He is identified with the Board of Trade and is interested in every project that has to do with the welfare and upbuilding of community and commonwealth. He is recognized as a leader in the Republican Club and for seven years he served on the electric light commission of Hudson and for five years on the town finance committee. He was elected to represent his district in the state legislature for the term of 1925-26 and endorsement of the work which he did in that term came to him in a reelection for the years 1927-28. As a member of the law-making body of the state he gave thoughtful and earnest consideration to all vital questions which came up for settlement and displayed the same

sound judgment which has characterized his business career, so that his service as a legislator has been of great worth to his constituents, while his business interests constitute one of the chief factors in the industrial development of Hudson.

INTERNATIONAL WORSTED MILLS

The International Worsted Mills of Methuen were established in 1914 by Frank G. Murch in the building that is still occupied. The business was incorporated in 1919 with Frank G. Murch as president and treasurer, Arthur Ziegelmier as vice president and M. B. Finnegan as secretary. They have a floor space of about seventy thousand square feet, and that the business has shown a substantial and steady growth finds incontrovertible proof in the fact that today their employes number between two hundred and fifty and three hundred. They have a floor space of about seventy thousand square feet and manufacture light weight men's wear. Their products are sold under the name of Super Averwev, Triplewev and Parkavenuewev, and their sales reach to all parts of the United States, Cuba and Honolulu.

The business was started on a very small scale with sixteen looms, but in order to meet the increasing demands of the trade they secured larger quarters, adding to their equipment until they now have one hundred and fourteen Morden looms and automatic looms. They also have a plant located in Newnan, Georgia, where they operate fifty automatic looms and employ approximately one hundred and fifty people. This is a subsidiary of the International Worsted Company and is conducted under the name of the National Dixie Mills, devoted to the manufacture of fine worsteds for men's wear.

FRANK G. MURCH

Frank G. Murch, president and treasurer of the International Worsted Mills at Methuen, was born in North Andover, Massachusetts, December 19, 1878, a son of Charles and Laura (Kinney) Murch. He acquired his education in the schools of his native city and after his textbooks were put aside began working in the Arlington Mills, in which he continued for about twelve years. Later he spent seven years in the Selden Worsted Mills as a partner of George L. Selden, and in 1914 established his present business under the name of the International Worsted Mills and has developed the enterprise to a point of gratifying success. His previous experience gave him an intimate knowledge of the best methods not only of manufacture but of dealing with the trade, and he sends to the market

goods of high quality and of standard workmanship. He is also a director of the Methuen National Bank and the Standard Shoe Machine Company.

On the 19th of June, 1907, Mr. Murch was married to Miss Addie Wingate, of Lawrence, and they make their home in Methuen, where they are well known socially, having an extensive circle of warm friends in this section of the state. Mr. Murch finds his recreation in golf and in horseback riding. He is a Mason, belonging to Bethany Commandery, K. T.; to the Consistory, A. & A. S. R.; and Aleppo Temple, A. A. O. N. M. S. He also has membership in the Algonquin Club of Boston and in the Andover Club, and his social qualities make for popularity wherever he is known.

GORDON W. RUSSELL

Gordon W. Russell, a son of Duncan D. and Annie (Wilson) Russell, was born in Dorchester, May 18, 1895, and there pursued a public school education until he had passed through consecutive grades and completed the high school course. He then entered the Massachusetts Institute of Technology for specific training along the lines which he wished to make his life work, and when his textbooks were put aside he became identified with the James Russell Boiler Works Company, in which he is associated with his brother, Warren K. Russell. His industry and capability have been contributing elements to the continued and growing success of the undertaking, which is now accounted one of the substantial productive industries of Boston, furnishing employment to between seventy-five and one hundred workmen. During the World war period Gordon W. Russell was retained in charge of the work of investigating and locating submarine boats under order of the department of justice.

On the 26th of June, 1920, he married Margaret Harrington, and they have two children, Douglass and Ann Louise.

WARREN K. RUSSELL

Warren K. Russell is secretary of the James Russell Boiler Works Company, manufacturers of steel plate products, with offices at 9 Dewar street in Dorchester. He was born in Dorchester, December 7, 1896, his parents being Duncan D. and Annie (Wilson) Russell. His educational training was obtained in the high school of his native city and in the Massachusetts Institute of Technology, and thus well qualified for an active business career he entered into association with the James Russell Boiler Works Company, of which he is now the secretary. As makers of steel plate products they are conducting a successful and growing business, having a well equipped plant, while the output of their

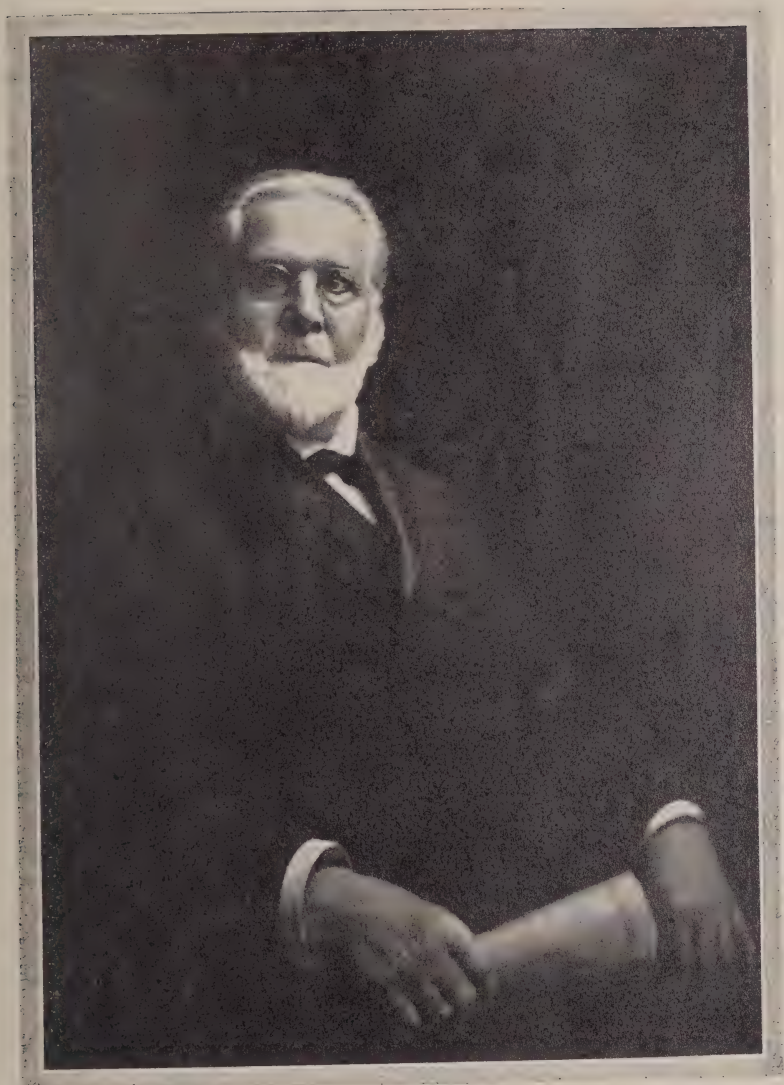
factory finds favor with the buying public, for they maintain high standards and are always prompt in the execution of their contracts.

On the 10th of August, 1920, Mr. Russell was married to Miss Helen Strin, and they have one child, Sarah Ann. During the World war period Mr. Russell joined the army but received his discharge before called upon to serve abroad. In the conduct of his business he has the assistance of his brother. Employment is furnished to between seventy-five and one hundred men, and the enterprise is steadily growing.

EDWIN TYLER MARBLE

Edwin Tyler Marble was born in Sutton, Massachusetts, August 18, 1827. He was the eldest son of Royal Tyler and Ann B. (Clement) Marble. The family of Marble has long been identified with the town of Sutton. Samuel the immigrant ancestor, settled in Andover before 1660, coming from Wales. He was a brick mason, making his own bricks, and was admitted a freeman in 1678. Freegrace, his son, was born about 1690, and his marriage to Mary Sibley was the first in Sutton. He was one of the original proprietors of the town, a brick mason, and helped to build the old state house in Boston. Malachi, son of Freegrace, and great-grandfather of Edwin T. Marble, was born in Sutton, where he became prominent. He enlisted April 11, 1759, in Colonel John Chandler's regiment, and during the French and Indian war was also in Captain Samuel Power's company, Brigadier-General Ruggles' regiment. During the Revolution he was collector of taxes for Sutton. Andrew, grandfather of Edwin Tyler, was the oldest son of Malachi and was born in Sutton in 1761. He was a mail-carrier between Boston and Hartford. Royal Tyler, father of Edwin Tyler, was the fourth child of Andrew, born in Sutton in 1797. He built up a reputation throughout the country for his ability to raise prize stock and was much interested in the Worcester County Agricultural Society in its early days. He was commissioned lieutenant of the Fifth Regiment, September 20, 1826, and was captain of the Sutton Rifles in 1830 and 1831. He married Ann Bailey Clement, of Worcester, September 27, 1825, she being a daughter of Moses and Sarah (Bailey) Clement, a descendant of old Essex county families.

Edwin Tyler Marble was educated in the public schools of his native town and also at the Worcester County Manual Training School, that being the old name of the Worcester Academy, having removed to Worcester with his parents in 1841. At the age of eighteen he entered the machine shop of Albert Curtis, where he served an apprenticeship of three years. He then worked in various machine shops in the city of Worcester as a journeyman, foreman and superintendent; for some time he was in the employ of A. & S. Thayer, and afterward was foreman for Thayer, Houghton & Company, manufacturers of machinists' tools. Later he was superintendent for E. C. Cleveland & Co., manufacturers of woolen machinery.



EDWIN T. MARBLE

In 1850 he worked for a time in Shelburne Falls, but retained his residence in Worcester. The manufacture of textile finishing machinery was started at New Worcester in 1811 but languished during the War of 1812, though it was revived and continued under various managements until 1831, when Albert Curtis became a partner in the business. In 1863 the new firm name of Curtis & Marble was assumed, when Mr. Marble entered into partnership with Albert Curtis, who had established the business with John Simmons and Abel Kimball as his partners in the manufacture of machinery for the finishing of woolen cloths, including shearing machines, brushing machines, gigs, nappers, etc., Mr. Curtis having continued the business with other partners or in his own name up to that time. The new firm, under the style of Curtis & Marble, began business in the same small shop on Webster street where the junior partner had learned his trade, Mr. Marble assuming the management of the machine shop and Mr. Curtis devoting his time to his woolen mills. The business grew steadily from that time on, the working force being largely increased and the partnership continuing until April, 1895, when Mr. Marble bought the interests of Mr. Curtis and became sole proprietor. The Curtis & Marble Machine Company was incorporated December 31, 1895, with a capital of seventy-five thousand dollars, Mr. Marble being president and treasurer and retaining these positions until his death. The other officers were his four sons: Edwin H. Marble, vice president; William C. Marble, secretary; Charles F. Marble, cashier; Albert C. Marble, superintendent. In 1897 an entire new plant was built at 72 Cambridge street, and the business moved into a modern brick factory, the main building being three hundred feet long by sixty-four feet wide, where the company made a most extensive line of finishing machinery for all textile fabrics, and also wool burring, picking and mixing machinery.

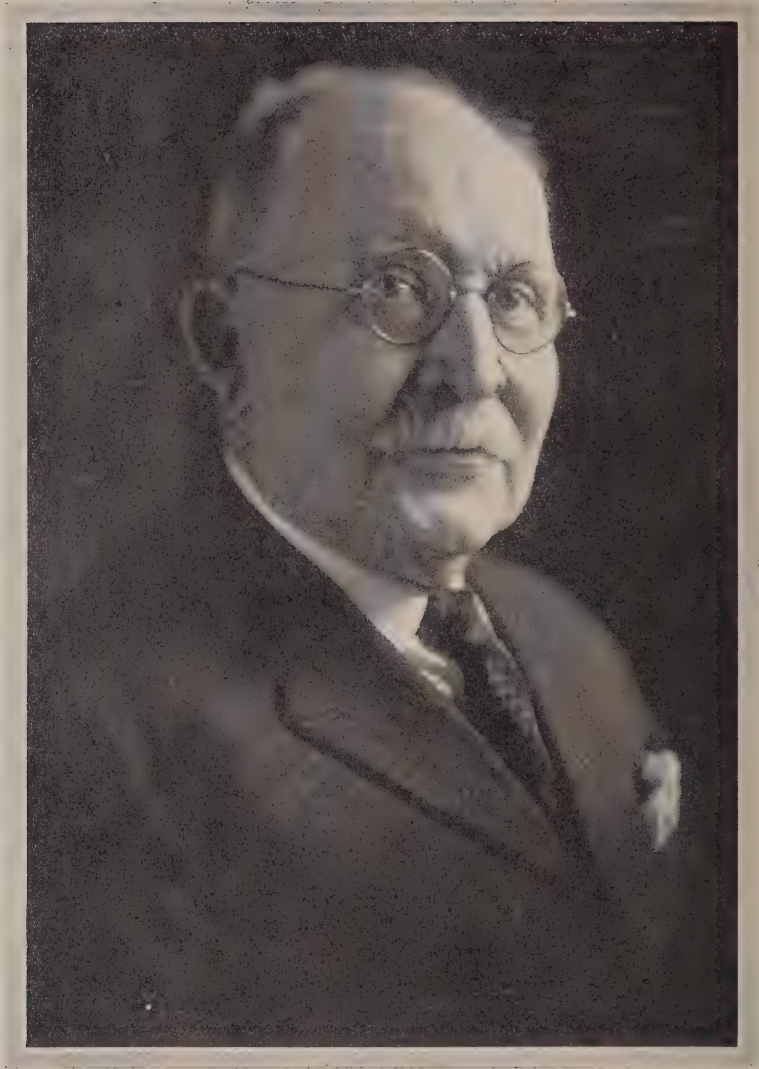
A republican from the organization of the party, Mr. Marble always took a prominent and active part in public affairs. In 1870 he was elected representative to the general court but declined a second term, and he served in the state senate in 1887 and 1888. He was a member of the school board in 1860 and again from 1872 to 1880; was a member of the common council in 1866 to 1868, and was a member of the board of aldermen from 1869 to 1872. He was six years a director of the Free Public Library, being president of the board the last year. He was an active and influential member of the Worcester County Mechanics' Association, which he joined in 1846, and was trustee during the intervening time (twelve years), and president in 1878 and 1879. His other interests were many and varied. He was a director of the Worcester Safe Deposit and Trust Company which has grown into the Worcester Trust Company, of which he was a director until his death. He was trustee and vice president of the Peoples Savings Bank, and was for many years a member of the committee on investments. He was a member of the executive committee and vice president of the Home for Aged Men from its organization in 1891 and president during 1909-10. He was a member of the Board of Trade and a director for many years; a member of Wor-

cester County Agricultural Society; also a member of the National Association of Cotton Manufacturers. He was affiliated with the Piedmont Congregational church from 1875 and served in many offices, being deacon for nearly thirty-five years.

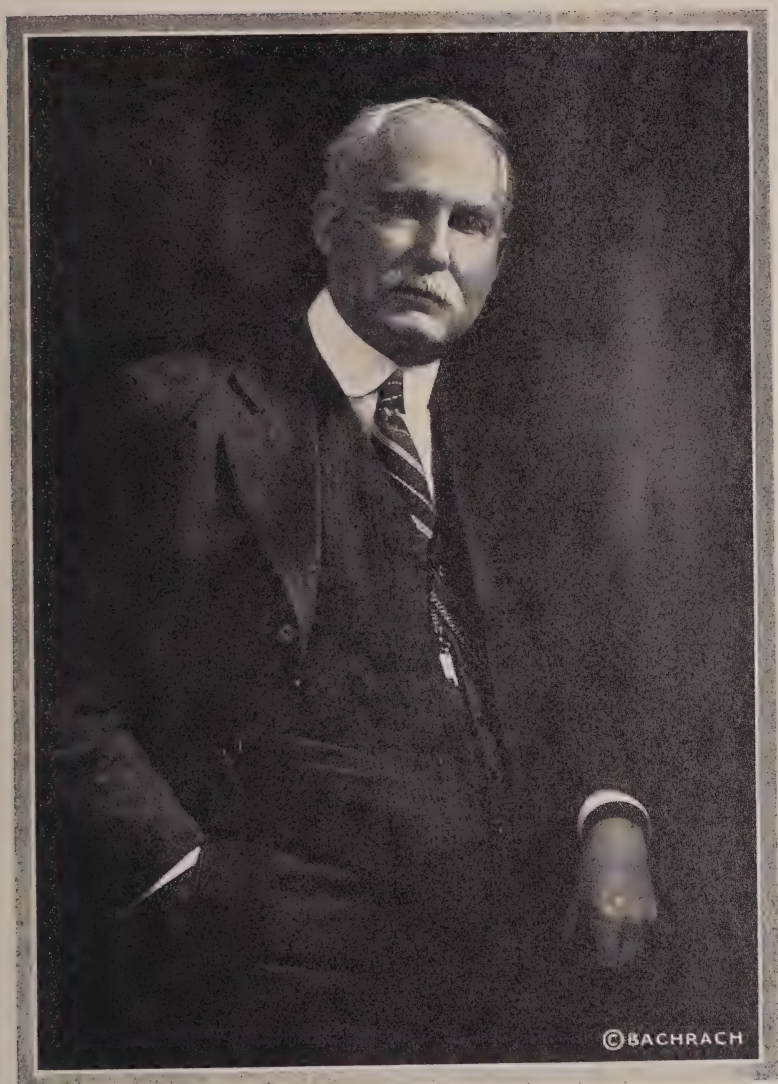
Mr. Marble was married in Shelburne Falls, Massachusetts October 23, 1850, to Harriet Hamilton, a daughter of Henry Prentice and Achsah H. (Clement) Chase. Her father was a descendant of Aquila Chase, immigrant and pioneer. She was a school teacher while in Worcester and taught in the public schools. Mrs. Marble died in April, 1892. Their children were Edwin H., Harriet A., William C., Charles F. and Albert C. The four sons were associated with their father in business; Harriet A. lived with her father and died in 1906. Mr. Marble died July 3, 1910, after a brief illness in his eighty-third year.

EDWIN HENRY MARBLE

Among the leaders of industrial activity in Massachusetts is numbered Edwin Henry Marble, who for nearly two decades has been president of the Curtis & Marble Machine Company of Worcester and in years of continuous activity is the oldest man engaged in the textile machinery business in this country. He was born in Worcester, May 4, 1853, a son of Edwin Tyler and Harriet Hamilton (Chase) Marble, and attended the public schools of the city, continuing his studies in the Worcester Polytechnic Institute, which he entered in 1872. His training therein was most thorough and well qualified him for the discharge of his duties as head of drafting in the mechanical department of the evening schools of Worcester, a position which he filled from 1876 until 1883. Meanwhile he had entered upon his business career as a draftsman for Curtis & Marble and in recognition of his ability and trustworthiness was placed in charge of engineering work in 1886. He continued to advance, becoming vice president in 1895, and since 1910 has been president of the concern that is now operated under the style of the Curtis & Marble Machine Company, the largest manufacturers of textile finishing machinery in the United States and also one of the oldest firms engaged in this line of work. Edwin Tyler Marble was one of the founders of this business, which has been in existence since 1831 and is being carried steadily forward by his sons, Charles F., treasurer of the company, and Edwin H., its president. The last named is not only the possessor of administrative ability of a high order but has also invented several machines and processes which are used in connection with the textile industry, proving of great practical worth. Edwin H. Marble has written papers and articles on textile subjects, on which he has become nationally known as an authority, and was consultant for the United States government in its textile matters. His high standing in his chosen field of endeavor is further indicated in the fact that he is chairman of the textile section



EDWIN H. MARBLE



CHARLES F. MARBLE

of the American Society of Mechanical Engineers, proposed and started the fabric committee of the American Society for Testing Material, known as committee D13, and has become a member of the National Association of Cotton Manufacturers, the Worcester County Mechanics Association and fellow of the British Textile Institute.

Mr. Marble was married October 23, 1875, in Worcester to Miss Emma C. Moulton, and they became the parents of seven children: George Edwin, who was born June 26, 1877, and married Irene Logan; Clement Mason, who was born October 10, 1879, and died August 5, 1880; Harold Edson, who was born July 5, 1881, and married Mary Reilly; Robert Alvin, who was born June 28, 1883, and married Maud P. Williams; Henry Chase, who was born January 5, 1885, and married Alice Ingram; Wiley Hammond, born January 4, 1888, and married Harriet Buttler; and Clara Hattie, who was born March 7, 1889, and is now the wife of William L. McGrath.

Mr. Marble is a consistent follower of the teachings of the Congregational church and belongs to the Congregational Club, of which he is a past president, the Rotary Club and the Wachusett Country Club. That he is a representative of one of the old and patriotic families of this country is shown in his identification with the Sons of the American Revolution. His deep interest in the history of his native land led to his study of the flags of the United States, a subject on which he has written more articles than any other person. He is also well known as a lecturer on flags, which are illustrated with over three hundred and sixty colored slides, comprising the finest collection in this country. The habit of thoroughness has characterized Mr. Marble throughout life, enabling him to accomplish work of lasting benefit in the manufacturing field, and his name is inseparably associated with the history of the development of the great textile industry of the United States.

CHARLES F. MARBLE

For nearly a century the business now conducted under the name of the Curtis & Marble Machine Company has been in existence. It was established in 1831 and operation has since been continued in the manufacture of textile machinery. Charles F. Marble is now treasurer of this concern, with which he became identified in his boyhood days. He was born in Worcester, February 17, 1865, a son of Edwin T. and Harriet H. (Chase) Marble. Entering the public schools, he passed through consecutive grades to the high school and afterward matriculated in Amherst College, from which he was graduated with the class of 1886, becoming a member during that period of Phi Beta Kappa and Alpha Beta Phi fraternities.

When his college days were over, Mr. Marble began as a stenographer in his father's office, and in the following years had experience in the

various phases of administrative work in connection with the business. Upon the death of the father in July, 1910, Charles F. Marble was elected treasurer of the company and has since directed its financial policy. The business at that time had been in existence for 79 years. It was started in 1831 by Albert Curtis, and Edwin T. Marble became a partner in 1863. In 1895 the company was incorporated. This is one of the oldest firms in its particular line in the country and from the beginning has enjoyed a liberal patronage, about two hundred men being employed in order to meet the demands of its customers. In the manufacture of textile machinery the company stands very high and its output is found in most of the leading textile plants of the country. Charles F. Marble has made creditable progress in this field, and at the same time he has cooperated in the promotion of other business interests which feature in the upbuilding and prosperity of the state. He is a director of the Worcester Bank & Trust Company, the Morris Plan Bank of Worcester and the American Mutual Liability Insurance Company of Boston, a trustee of the Peoples Savings Bank and treasurer of the Fremont Castings Company.

On the 18th of November, 1890, Mr. Marble was united in marriage to Miss Annie M. Russell, who was graduated from Smith College with the class of 1886. They now have two children: Anna B., who was born in 1905 and was graduated from Smith College in 1927; and Paul F., who was born in December, 1906, and after attending the Worcester high school continued his studies in Deerfield Academy. Later he entered Brown University, which he is now attending, being a member of the class of 1930.

Mr. Marble has always been interested in educational progress and has served as a member of the Worcester school committee, and a trustee of the Worcester Trade schools. He is affiliated with the Piedmont Congregational church, and his aid and influence are given on the side of progress and improvement along intellectual, social, business and moral lines.

FRED N. DILLON

Fred N. Dillon, since 1906 treasurer of the D. M. Dillon Steam Boiler Works, was born in Fitchburg, March 8, 1872. He completed a high school course and was graduated from the Massachusetts Institute of Technology in 1893. He has been connected with his present line of business for thirty-six years, for upon leaving school he became associated with his father, who was manufacturing steam boilers, and he acquainted himself with every phase of the trade from the most minor detail to the most important feature of the business. He was thus well qualified for executive position when in 1906 he became treasurer of the company, in which office he continues. As the years have passed he has broadened his activities through association with other interests,

being now president of the Brown Bag Filling Machine Company, secretary of the Fitchburg Yarn Company and a director of the Co-operative Bank of Fitchburg, and thus has marked influence over the material development of his city.

Mr. Dillon was married in 1899 to Margaret Downs Morse and their children are: Frederick N., Jr., who is a graduate of the Massachusetts Institute of Technology and is now manager of the Spencer-Trask banking house of Worcester, Massachusetts; Dorothy, who was graduated from the Garland School and is now the wife of Wallace D. Strack of New York, and Margaret M., who also completed a course in the Garland School.

Mr. Dillon belongs to the Unitarian church and the nature of his interests and activities outside of business is further indicated in the fact that he is identified with the Chamber of Commerce and has membership in the Oak Hill Country and Fay Clubs of Fitchburg, the Algonquin Club of Boston and the Brookline Country Club, while he finds his recreation in golf and travel.

FRANK M. WHITING & COMPANY

One of the old established business enterprises of North Attleboro is that conducted under the name of Frank M. Whiting & Company. It has been in existence for ninety years, having been founded by William D. Whiting under the name of Tift & Whiting, which style was continued until 1851. The name was then changed to Whiting & Company and in 1866 became the Whiting Manufacturing Company.

In 1874 the plant was destroyed by fire, and the offices and factory were then removed to New York. In 1878 Frank M. Whiting purchased the North Attleboro plant, and the present firm was established. In 1881 he was joined by his father, William D. Whiting, and the firm became Frank M. Whiting & Company, under which title business has since been continued. The present officers are F. L. Whiting, president, and F. A. Howard, secretary, treasurer and general manager. The company manufactures sterling silver flat and hollow ware. The plant comprises about twenty-five thousand feet of floor space in the Whiting building and the output is marketed in the United States through the retail jewelry trade.

HENRY G. NICHOLS

Henry G. Nichols, recently elected to the presidency of the Otis Company of Boston, leading manufacturers of cotton goods, is well qualified for his present duties as an executive through preliminary training and

experience in industrial circles. He was born in Boston, April 8, 1894, a son of Henry G. and Elsie (Quincy) Nichols. He is a Harvard man, having completed his course with the class of 1916. Throughout his entire business career he has been identified with manufacturing interests. Following his graduation he secured employment in the Pacific Mills at Lawrence, Massachusetts, and also worked in the Boston office until 1923. In the latter year he entered the employ of the Lockwood-Greene Company, with which he continued until 1926, when he became associated with the Otis Company, which operates mills at Ware, Three Rivers and Bondsville, Massachusetts, and at Greenville, New Hampshire. The connections of the Otis Company are wide, covering a broad field, and Mr. Nichols is maintaining the high standards of service and of trade of this corporation.

In October, 1926, in St. Paul, Minnesota, Mr. Nichols was united in marriage to Elizabeth Griggs and they are the parents of two sons, Henry G., Jr., and George Quincy. Mr. Nichols gives his political support to the republican party, is a Unitarian in religious faith and has membership in several clubs.

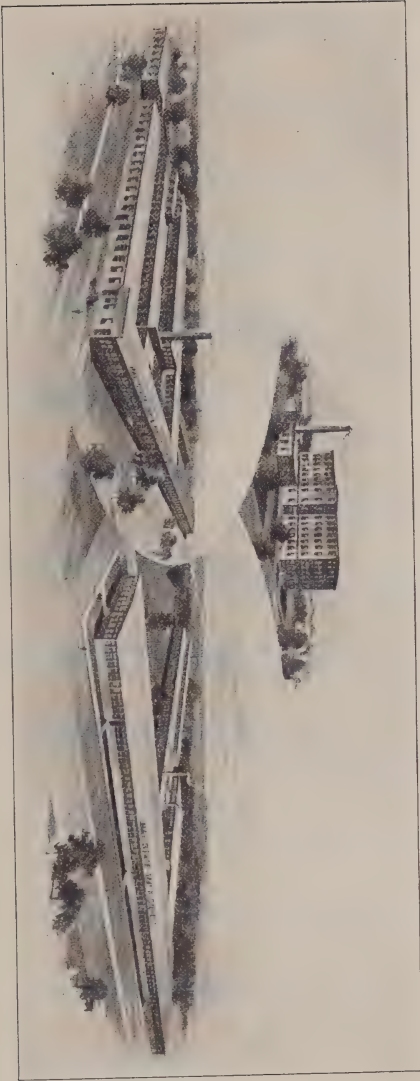
BAY STATE TAP & DIE COMPANY

In 1903 the Bay State Tap & Die Company was organized by Hall, Lincoln & Williams for the manufacture of taps, dies, screw plates and twist drills, and today 175 hands are employed. Charles E. Hall is president, Frank S. Shepard, treasurer, and Charles E. Williams, secretary, of the concern.

FRANK SCHUYLER SHEPARD

Frank Schuyler Shepard is treasurer and general manager of the Bay State Tap & Die Company of Mansfield, with which he has been continuously identified since he entered the business world when a youth of eighteen years more than a quarter of a century ago. He gained thorough familiarity with every phase of the business before assuming official position and his efforts have constituted an important factor in the steady development and growth of the enterprise. He represents an old and well known family of Mansfield, Massachusetts, where his birth occurred August 12, 1885, his parents being Frank W. and Ida May (Webb) Shepard, also natives of Mansfield, where the grandparents in both the paternal and maternal lines took up their abode in the period of early settlement. His father was a jeweler by trade.

Frank S. Shepard pursued his education in the grade and high schools of his native city and following his graduation in 1903 entered the service



FACTORIES OF THE BAY STATE TAP & DIE CO.

of the Bay State Tap & Die Company, being employed in the office and in the shipping department. He was at that time but eighteen years of age and the business was of comparatively small proportions. Eventually he was made office manager and assistant treasurer and later became treasurer and general manager of the company, in which capacity he is ably directing the affairs of what is now a substantial industrial enterprise, furnishing employment to about one hundred and fifty people. The manufactured products, including taps, dies and twist drills, find a ready market all over the United States as well as in foreign countries. A New York office is maintained at 104 Walker street and the company also has stores in Philadelphia and Chicago.

In early manhood Mr. Shepard was married to Miss Maye Leeds, of Mansfield, Massachusetts, and to them have been born five children: Helen, Marjorie, Marian, Frances and Priscilla. Mr. Shepherd is a worthy exemplar of the teachings and purposes of the Masonic fraternity, in which he has attained the thirty-second degree of the Scottish Rite, and is also a popular member of the Sharon Country Club. He has become well and favorably known through both business and social relations, and in Mansfield, where he has always lived, the circle of his friends is a wide one.

ARNOLD PRINT WORKS

Incontrovertible evidence of notable achievement in any particular field is the fact that one's products constitute a standard which others attempt to follow. Such is the case with the Arnold Print Works, who have developed the business to a notable point of efficiency. The most highly skilled labor has supplemented science in bringing about results that have given this plant at North Adams a place of leadership. Today the Arnold Print Works is preeminent among the printing and finishing services of the United States and its extensive plant ranks second to none in the world. Upon dependable engraving and printing rests the possibility for the development of the colorful and attractively designed fabrics which are now being produced to meet the modern taste, and the output of the Arnold factory shows the most highly developed craftsmanship and creative ability. The plant is equipped with the latest improved machinery for carrying on a business of this character and in its various distinct departments specialists are engaged in handling cotton, silk and rayon in pure and mixed fabrics.

Through a period of sixty years the Arnold Print Works has been numbered among the industries of Massachusetts. It was founded in 1869 and service has continuously been its aim—a service for the converter-customers. Progress has actuated the enterprise at all points, as seen in the adoption of new machines and improved processes, and the plant and technique are always thoroughly up-to-date. A corps of skilled chemists are constantly developing processes for coloring and printing

and at a recent date the company has brought out new methods for the printing and finishing of rayon, which hitherto was one of the great handicaps to the use of that fiber. The methods now employed in the Arnold Print Works greatly enhance the sales value and increase the dependability of rayon fabrics. The work from its earliest stages until the completed product is placed upon the market is thoroughly systematized, so that results are achieved at a minimum expenditure of time, labor and material—which is the basis of all success in the commercial world. In addition to the mammoth plant which is operated by the company the Arnold Print Works maintain several large and modern fireproof warehouses in which to store the finished fabrics for their customers. These are continuously "on call," ready for one-day delivery. The executive heads of the company are open-minded business men of broad vision who readily recognize and utilize opportunities and with the passing years the results achieved have been most gratifying. North Adams counts this enterprise as one of the most important productive industries that has added to the upbuilding, the wealth and welfare of this section of the state.

HOWE & FRENCH, INC.

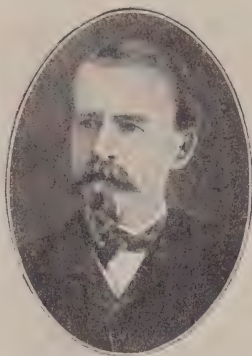
As importers and wholesale dealers in industrial drugs and chemicals the house of Howe & French, Inc., of Boston is widely known. The business had its beginning in 1834 and has thus flourished for almost a century. In 1842 the original firm was operating at 49 Blackstone street under the name of Crocker & Badger and was succeeded in 1849 by C. H. Badger. Two years later John C. Howe, a brother-in-law of Mr. Badger, who for several years served as a clerk with the firm, was admitted to a partnership and the style of C. H. Badger & Company was then assumed. In 1859, after the death of Mr. Badger, John J. French became a partner in the business under the firm name of Howe & French, which has remained unchanged since, and at this time their establishment was conducted at 69 and 71 Blackstone street. This firm was highly successful during the period of the Civil war and the years that followed, gaining great prominence in trade circles, especially as importers of shellac and manufacturers of isinglass. In 1879 the business was removed to 167 Milk street, Boston, and on January 1, 1909, the building at 99 and 101 Broad street was secured, at which point the offices and warerooms have since been located.

In 1901 John C. Howe, the last survivor of the old Howe & French Company, passed away and the business was carried on for some time by the executor from whom Clarence P. Seaverns and M. S. Thompson purchased it. It was incorporated in 1904. Clarence P. Seaverns, the president, has been connected with Howe & French since 1889 and William D. Rockwood, the vice president, since 1884. M. S. Thompson, the treasurer



JOHN C. HOWE, FOUNDER

FOUNDERS AND
PRESENT
OFFICERS
OF
HOWE & FRENCH



JOHN J. FRENCH, FOUNDER



MILTON S. THOMPSON, VICE-PRESIDENT



CLARENCE P. SEAVURNS
PRESIDENT



WILLIAM D. ROCKWOOD, TREASURER



69-71 BLACKSTONE STREET



99-101 BROAD STREET

OLD AND NEW BUILDINGS OF HOWE & FRENCH

of the corporation, is a native of New York and a graduate of the School of Mines of Columbia University. Prior to his connection with Howe & French, Inc., he was identified with the chemical trade and later with the celluloid manufacturing industry.

The interests of this corporation center in New England and employment is given to more than one hundred people. They handle pharmaceutical and manufacturers' supplies and are specialists in chemicals, shellac, gums, waxes and solvents of all kinds, and they carry the largest stock of laboratory supplies in New England. They have a factory at East Weymouth, occupying about twenty acres, with C. W. Ten Broeck as vice president and plant manager. Their Boston establishment is a large seven-story structure and they also maintain storehouses at Everett, Massachusetts. The company is today well known as manufacturers' representatives of many industrial drugs and chemicals and the business is being successfully carried on under the immediate direction of Clarence P. Seaverns as president, Milton S. Thompson as treasurer, and William D. Rockwood and C. W. Ten Broeck as vice presidents. The late Erskine Clement was a member of the board of directors for several years.

THE BIDDLE & SMART COMPANY

A small planing mill on Water street in Amesbury was placed in operation in 1869 by the firm of Cadieu & Biddle and was devoted to the production of house builders' finish and boat builders' materials. After a year the senior partner sold his interest to his associate, William E. Biddle, who then began the manufacture of carriage wood parts in addition to his previous lines, and year by year the business grew, developing slowly and steadily. A set-back occurred in 1876, when the plant was completely destroyed by fire. The spirit of the proprietor, however, was shown in the fact that he immediately began rebuilding and within a few months, in fact in record-breaking time for those days, the new plant was in operation.

About 1879 William E. Biddle was joined in a partnership by William W. Smart and Marquis D. F. Steere, the latter having previously been agent for the Hamilton Woolen Mills during the Civil war period, while Mr. Smart had formerly engaged in carriage manufacturing. The new firm operated under the name of Biddle, Smart & Company and in 1883 erected a large four-story brick structure, now known as building No. 3, it being at the time one of the largest factories in New England. Here the firm immediately engaged in the manufacture of completed carriages, assembling the wooden parts which were produced in the old mill plant, and by 1890 the company had one of the largest carriage manufacturing enterprises of the country and was one of the first to engage in so-called unit production. They made a specialty of medium priced vehicles, such

as democrat wagons, concords, piano box buggies, phaetons, stanhopes and light station wagons.

While in 1892 carriage manufacturing was carried on by forty-four different concerns in Amesbury, not a single one of these manufacturing units exist today save that of Biddle, Smart & Company, or its successor, The Biddle & Smart Company. At that period the railroad maintained a local branch, known as the "Ghost Train," which left Amesbury for Boston every night, the train consisting largely of flat cars with the loads of carriages on wheels, each protected by white covers.

In 1895 occurred the death of William W. Smart, following a long period of great business activity. Just prior to his demise the business had been reorganized as a Massachusetts corporation under the name of The Biddle & Smart Company. Mr. Biddle purchased the capital stock from the estate of his former partner about 1905. The death of Mr. Steere occurred about 1906, and William E. Biddle passed away December 27, 1907. The capital stock owned by Mr. Steere's estate was purchased in 1908 by the son of the senior William E. Biddle and since that time all the stock of the company has been owned by the Biddle family.

In 1900 the company discontinued the manufacture of carriages and concentrated upon carriage wood parts and wheels until about 1905, when it received its first order for automobile parts from the Ardsley Motor Car Company of Yonkers, New York, and entered upon a period of greatly increased activity in the operation of the plant. Its patrons have included many of the representative automobile manufacturers of the United States. The first metal parts were built in 1907 for the E. R. Thomas Motor Car Company of Buffalo and were of the composite type with ash frame construction and sheet aluminum panels. The present day production is confined to the composite type of body but the wood frame work has been largely supplanted by steel construction and the panels are now mostly made of 22 ga. sheet steel.

It was in 1903 that William E. Biddle, now president of the company, began work in the old Water Street mill. After four years of broad and practical experience he was elected vice president in 1907 and in the following year became president, treasurer and general manager. Associated with him as officers of the company are: Jess Parker, vice president and general manager; Leander G. Yeaton, vice president in charge of purchases; and Theodore Torrey, secretary and treasurer. The board of directors is composed of William E. Biddle, Zelma F. Biddle, Theodore Torrey and Evan J. Parker.

WILLIAM EUGENE BIDDLE

William Eugene Biddle, president of the Biddle & Smart Company of Amesbury, is thus connected with the foremost ranking industry of America—that of automobile manufacturing, for this company is en-

gaged in the manufacture of motor car bodies, together with motor boats and airplane parts. Under the guidance of Mr. Biddle the business has become one of the outstanding productive industries of the state. He has the dynamic qualities which make for success, and the term "captain of industry" is truly applicable to him.

Born in Amesbury, January 4, 1883, Mr. Biddle is a son of William E. and Zelma Frances (Hotchkins) Biddle, the former a native of Millbury, Massachusetts, and the latter of Ellsworth, Maine. About 1859 the father came to Amesbury, where he was educated in Master Davis' School, and in his youth he worked for his father in the bake shop and grocery store. He afterward went to Columbus, Ohio, where he remained for a short time, and on returning to Amesbury formed a partnership with a Mr. Cadieu. Under the firm style of Cadieu & Biddle they operated a planing mill and after about a year Mr. Biddle purchased his partner's interest and immediately began the manufacture of carriage parts in the White plant, which was completely destroyed by fire in 1876. He rebuilt the factory, however, and formed a partnership with William W. Smart and Marquis D. F. Steere, at which time they began to manufacture finished carriages. Out of this in course of time developed the present business of the Biddle & Smart Company, now operating one of the largest plants of the kind in the country.

William E. Biddle, who is today president of the company, was educated in the Amesbury schools, being graduated from high school in 1900, and in the Phillips Academy at Exeter, New Hampshire, where he completed his course in 1901. He next entered Harvard University as a member of the class of 1905. In June, 1903, however, he became actively associated with the Biddle & Smart Company and after acquainting himself with the various phases of the business he was chosen vice president of the company in 1906, while in 1908 he became president, treasurer and general manager. The election of 1928 made him president and general manager and that of 1929 retained him in the office of president, the duties of his former dual position being divided owing to the rapid growth of the business. The company now employs as many as five thousand, five hundred people and utilizes about one million square feet of floor space in its factories, which are thoroughly modern in every detail, while the operations of the plant are conducted in a most systematic manner, there being no loss of time, labor or material. It is the expression of organized efficiency and is largely the embodiment of the ideas of William E. Biddle, who, aside from his connection with the Biddle & Smart Company, is also president of the Amesbury Brass & Foundry Company and vice president of the Taylor-Goodwin Company of Haverhill. He is a director of the Powow River National Bank of Amesbury and a trustee of Provident Institute of Savings of Amesbury and Salisbury.

On the 25th of April, 1906, Mr. Biddle was married to Miss Grace Webster Goodwin, of Haverhill, and they have one son, William E., Jr., who is with the company; and a daughter, Frances. The family residence

is in Amesbury. Mr. Biddle largely finds his recreation in golf and motoring. He has membership in the Amesbury Club, the Amesbury Country Club, Haverhill Country Club, Unicorn Country Club, Bald Peak Country Club at Melvin Village, New Hampshire, Oldtown Country Club of Newbury and the Harvard clubs of Boston and New York. His name is likewise on the membership rolls of the University Club of Boston, the Detroit Athletic Club, the Massachusetts Automobile Club and the Society of Automotive Engineers.

PETERS EMPLOYMENT SERVICE

Only a very few years ago, a young lady felt the very proud moment of opening her doors to the public, of putting into practice all her ambitions and thoughts in helping the unemployed, in finding the right niche in the business world for those who were now misfits or who had not found themselves. That young lady was Miss Syd R. Peters.

She had spent years of both study and practice in fitting herself to do this. From the selecting and hiring of hundreds of unskilled workers, to the actual employing of thousands of skilled executives, she had trodden the path thoroughly. From the lumber and construction camp, bare, stripped of all pretense, thoroughly human, to the pretentious front office with its carpeted floors, its luxurious furnishings, is a far cry, almost an unsurpassable distance. But this she had done. She realized that the human factor is a collection of instinctive forces which are continually trying to express themselves, and in order to put to best use those forces, she would have to understand them all.

Out of all this grew what we now have as the Peters Employment Service, located in the Boston Chamber of Commerce building, 80 Federal street. It is a centralized, highly specialized bureau, serving men and women engaged in technical, educational, executive, clerical, commercial and similar pursuits of life.

The personnel of this organization fully carries out the ideals of its founder. She has gathered around herself those people with common sense and sound judgment acquired through experience and training. In choosing this personnel, the fact that the interviewer was a guide for a great many destinies, could do good or evil, and in an economic way, was a great factor for profit and loss, were taken into careful consideration.

The standards of this organization are high. Upon entering the office, you are met by someone with a smile. Whether your station in life is high or humble, you experience the same courtesy, the same thoughtfulness in attending to your needs, and the same thoroughness of the service. It is this high standard of service and the uniform courtesy accorded its patrons that has brought to the business a steady growth and a constantly increasing number of patrons.

The men or women who are searching for their exact business niche,



MISS SYD R. PETERS

are then interviewed, their capacities measured, analyzed and listed. A technical man is interviewed by a graduate engineer, an office man by a thoroughly experienced office manager, a shoe executive by a recognized shoe and leather authority, and so on. An applicant's capacity is only analyzed by those thoroughly fitted to do so.

And so it goes on to the employer's need. An employer's personnel problem is an important detail. The variable factors affecting the selection of an applicant for a particular position are so numerous that it is easy for a careless placement manager to overlook some of them. This makes increased turn-over. This problem has been solved by the Peters organization, through their careful selection and their knowledge of and adherence to job analysis.

The job is one of the most important standardized elements in the client's organization, and unless this job is thoroughly analyzed, the worker cannot be placed correctly, and he cannot function efficiently in production.

Job analysis in its relation to the placement manager, who is really the employer's agent, is invaluable. It establishes pertinent facts and records. It gives exact specifications for employes, necessary and reliable data on which to base hiring. Without job analysis, this organization feels selection would be blind and interviewing futile.

This organization is filling a long felt need of the employer. It has a wealth of material, extensive listings, ready for the employer's use. This service is given to employers with no cost to them, and it is one that increases the employer's efficiency by supplying him with condensed facts and figures.

Each year has marked a definite step forward so that this organization would be kept not only abreast of the times but always a little in advance of them. Miss Peters has looked forward, has seen the economic need of such a service, and through its courteous and conscientious work, it has grown in volume until the service has reached almost every part of the country.

The standards of this business, which is carried on in the Chamber of Commerce building, have been based on the theory of serving the applicant faithfully so that he may serve his employer effectively. The maintenance of that quality of service and all it implies has ever been the ideal of this organization. Its progressive policies and highly ethical standards portend certain success far into the future.

WILLIAM ALMAN PARKS

William Alman Parks, president of the Berwick Cake Company of Boston, was born in October, 1880, his parents being Robert T. and Annie F. (Hendry) Parks. In the acquirement of an education he attended the public schools of Boston and the Dorchester high school. He started out in

the business world as a salesman and later he became associated with J. W. Alden of the Berwick Cake Company, which business has since been developed from a small concern known only locally to one of nation-wide prominence. The trade, which formerly amounted to about eighty thousand dollars yearly, is now in excess of that amount monthly. The company now has one hundred automobiles serving the district in and near Boston, where formerly one wagon was sufficient for the entire trade.

In 1918 Mr. Parks was married to Miss Marjorie Hawthaway of Brockton, Massachusetts, and they have a daughter, Barbara. Their home is at 25 Regent Circle, Brookline. Mr. and Mrs. Parks attend the services of the Episcopal church and he was formerly a member of the choir. In politics he is a republican and fraternally is a Mason. He belongs to the Square and Compass Club and he also has membership in the Chamber of Commerce. He figures in financial circles as a director of the Boulevard Trust Company.

ROBERT CARL OLSON

Robert Carl Olson, president and treasurer of the Olson Manufacturing Company of Worcester, which he organized in 1913 for the manufacture of screw machine products, is at the head of one of the most completely equipped plants of this character in New England. He was born in Norway, April 26, 1884, a son of Carl J. and Anna K. (Anderson) Olson, who emigrated with their family to the United States in 1887. His grammar school education was supplemented by a course of study in Post's Business College, and when his textbooks were put aside he obtained employment with the McCloud, Crane & Minter Company of Worcester, Massachusetts. His father was connected with this concern in the capacity of shop superintendent, designing and building machinery for the manufacture of screw machine products as early as 1892. Since then the business has been followed continuously by the Olson family, first by the father and then by seven sons. By the time he was twenty-two years of age Robert C. Olson had worked his way upward to the position of general superintendent with the Anthony Screw Company, successors to the McCloud, Crane & Minter Company, but he subsequently severed his identification with the enterprise to become a representative of the Canadian firm of Fairbanks, Morse & Company, traveling out of Winnipeg in the sale of gas engines and scales for two years. On the expiration of that period he returned to Worcester and for a year worked as production engineer with the Critchley Machine Company. It was in 1913, as above stated, that he organized the Olson Manufacturing Company for the making of screw machine products, beginning operations with twelve screw machine spindles. The business was incorporated four years later, in 1917, and has steadily grown under the direction of the following officers: Robert C. Olson, president and treasurer; Hugo P.



ROBERT C. OLSON

Olson, vice president; and Richard L. Olson, secretary. Their equipment includes two hundred spindles of the latest developments, both in the single and multiple spindle type machines, for the manufacture of screw machine products in steel and brass up to two and one-quarter inches diameter, also many special machines for allied operations such as drilling, milling, tapping, punching, hardening and many others. Their factory at the present time covers twenty thousand feet of floor space at 54 and 72 Commercial street. They employ about seventy-five people and have satisfied customers all over the United States and Canada. They have a large clientele among the manufacturers of automobiles, builders' hardware, textile equipment, mechanics' tools and many other specialties.

During the period of the world conflict the resources of the plant were devoted to war work. Richard L. Olson enlisted for flying service in the aviation division. He completed his ground school training at Princeton University and was waiting for orders to embark for overseas when the armistice was signed. Ragnar F. Olson, one of the directors, enlisted with Battery B, Twenty-sixth Division, serving as gunner corporal, and embarked for France with the first units. He was gassed and wounded at the battle of the Marne, October 10, 1918. It was necessary for him to spend about three years in hospitals and sanatoriums before being able to return to work.

On the 20th of November, 1917, in Worcester, Robert C. Olson was united in marriage to Miss Gerda C. Hammerstrom, of Chicago, Illinois, and they are the parents of three children: Jeanette C., Norman Robert and Lois Anna.

A worthy exemplar of the beneficent teachings and purposes of the Masonic fraternity, Mr. Olson has membership in Quinsigamond Lodge, A. F. & A. M., while his religious faith is that of the Lutheran church. He is a trustee of Fairlawn Hospital and a valued member of the Chamber of Commerce, the Kiwanis Club, the National Manufacturers Association and the Worcester Country Club. Golf and fishing constitute his favorite forms of recreation.

PITT WILLIAM DANFORTH

Pitt William Danforth, a certified public accountant of Boston, widely known in his chosen field, has since 1928 been a member of the firm of Danforth, Magee & Robert, with offices in the Park Square building. A native of Freedom, New Hampshire, he was born September 19, 1883, his parents being Pitt Francis and Marcia (Stackpole) Danforth. He was graduated from the high school at Melrose, Massachusetts, in 1900 and subsequently pursued a course in the Pace Institute of Accounting. His initial business experience was gained during a year's connection with the Heywood Brothers & Wakefield Company, furniture manufacturers

of Wakefield, Massachusetts, after which he was employed by the New England Telegraph & Telephone Company for three years. He was next in the service of the Library Bureau of Boston and New York for a period of nine years and then spent two years with Clinton H. Scovell & Company, certified public accountants. During the succeeding five years he was associated with Alvan T. Fuller and the Packard Motor Car Company of Boston, which he represented in the official capacity of treasurer and director from 1917 to 1921 inclusive. It was in 1922 that he opened offices as a certified public accountant under the name of Pitt W. Danforth & Company at 31 St. James avenue, and six years later he merged his interests with the accounting firm of Magee & Robert, thus forming the present partnership known as Danforth, Magee & Robert. He has been a member of the Massachusetts Board of Registration of Certified Public Accountants since November, 1928, and enjoys a well merited reputation as an able and successful representative of the profession.

On the 8th of June, 1904, Mr. Danforth was married to Miss Grace Gower, who was born at Sargentville, Maine, November 18, 1883. She belongs to the Newton Community Club and is also a member of the board of the Baptist Home of Massachusetts at Newton. Mr. and Mrs. Danforth are the parents of two daughters, Constance and Wilma. Their religious faith is indicated by their membership in Beth Eden Baptist church of Waltham, Massachusetts. Mr. Danforth is also a worthy exemplar of the teachings and purposes of the Masonic fraternity, belonging to Carroll Lodge, No. 57, A. F. & A. M., of Freedom, New Hampshire, and to Florida Consistory, No. 2, A. & A. S. R., of Jacksonville, Florida.

WILLIAM J. MAGEE, C. P. A.

William J. Magee is a member of the firm of Danforth, Magee & Robert, certified public accountants and tax consultants. He was born at Three Rivers, Massachusetts, August 10, 1889, and attended the public schools of Palmer, Massachusetts, prior to entering Northeastern University of Boston, from which he was graduated with the degree of Bachelor of Commercial Science in 1914. Boston University conferred upon him the degree of Bachelor of Business Administration in 1916, and in the same year he passed the examination qualifying him as a certified public accountant. His preparation for the business world also included three years' work as a law student.

Mr. Magee was employed by Warner & Tucker Company, investment bankers and managers of public utilities, as an accountant in charge in their public utility department for a period of three years, from 1912 until 1915. This position included field work and required considerable traveling in connection with the accounting phases of the work. Subsequently he spent three months with Horace C. Hartshorn, C. P. A., and

then became associated with D. B. Lewis & Company, accountants, for two years. During the World war he was engaged as an accountant by the War Department in connection with the construction work at Camp Devens, from May until November, 1917, after which he was commissioned an ensign in the United States Naval Reserves and assigned to duty as an advisor and assistant to the Compensation Board, which had charge of the determination of the cost of all naval vessels built on a cost plus basis. In September, 1918, he was advanced to the rank of lieutenant, junior grade.

After the close of his war service he returned to Boston and was associated with the public accounting firm of Lewis, Murphy & Company, who maintained offices in New York, Chicago, Cincinnati, Washington and Pittsburgh, for the period from July, 1919, to May, 1926. Upon the dissolution of the firm in 1926 the business of the Boston office was conducted under the name of Lewis & Magee. In October of that year, Mr. Magee became senior member of the accounting firm of Magee & Robert, which in 1928 merged with P. W. Danforth & Company and has since been operated as a partnership under the name of Danforth, Magee & Robert. Besides meeting the demands of a large general practice as public accountants and tax consultants, they install audit systems, budgets, cost systems and make investigations of all kinds. Mr. Magee counts, the American Association of Public Accountants and the has membership in the Massachusetts Society of Certified Public Accountants.

Mr. Magee was married to Miss Lois Sibson of Warren, Ohio, April 5, 1920, and resides at 21 Sunnybank road, Watertown. He is fond of golf, is a member of the Belmont Springs Country Club and belongs to Delta Sigma Pi and Pi Tau Kappa.

URBAIN ROBERT, C. P. A.

Urbain Robert, a certified public accountant licensed to practice in the states of Massachusetts and New Hampshire, is a partner in the Boston firm of Danforth, Magee & Robert. He was born at Central Falls, Rhode Island, June 26, 1892. His early educational opportunities were those afforded by the grade and high schools and when a youth of eighteen he entered the Sayles Bleacheries at Saylesville, Rhode Island, where he was employed from 1910 until 1913. During the following year he was in the service of the Hope Webbing Company of Pawtucket, Rhode Island, while subsequently he spent two years in charge of the accounting department of Brewer & Company, Inc., of Worcester, Massachusetts. While employed in Rhode Island he had devoted his evening hours to mastering the course of the Pace Institute of Accountancy, and he later taught cost accounting for a year at the Boston branch of this school. He likewise took up the study of law, and in 1928 he received the LL. B. degree from

the Suffolk Law School of Boston. After leaving the service of Brewer & Company, Mr. Robert came to Boston and here was identified for a year with Scovell, Wellington & Company, accountants. During the World war he was connected with the Naval Reserves for two years. He was sent to Bath, Maine, and was appointed acting navy cost inspector and member of the Navy Cost Inspection Board at the Bath Iron Works and in this service was advanced to the rank of lieutenant, junior grade. After the close of the war he was comptroller of the New England Oil Corporation of Boston for a year and a half and then associated himself with the accounting firm of Lewis, Murphy & Co., later Lewis & Magee. In October, 1926, the name was changed to Magee & Robert, the partners being William J. Magee and Urbain Robert, who two years later joined P. W. Danforth & Company in forming the present firm of Danforth, Magee & Robert. Mr. Robert is the author of "Cost Accounting in Oil Refining Industry" and "Steamship and Terminal Costs," both of which articles were published by the National Association of Cost Accountants, of which he is a member. He likewise belongs to the Boston Rotary Club and to the Ward Room Club. The game of tennis constitutes his favorite diversion.

On the 25th of June, 1927, Mr. Robert was married to Sallieanne E. Lank, of Salisbury, Maryland.

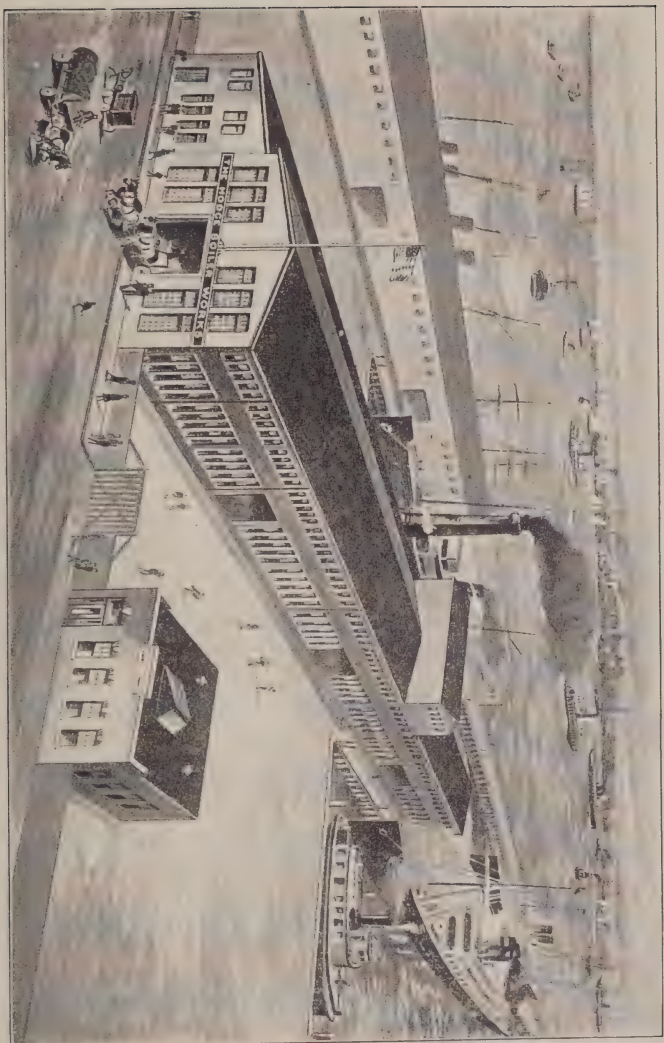
HODGE BOILER WORKS

Since 1865 the Hodge Boiler Works, whose plant is located at 99 Sumner Street, East Boston, has been engaged in the manufacture of the celebrated Hodge fire tube boilers and its later products—welded steel heating boilers. The concern also operates the Roberts Iron Works, in Cambridge, and at both plants employs upwards of 125 men. It has capital of \$225,000 and in addition to its specialty it also manufactures tanks, and does all kinds of plate and sheet iron work. Henry H. Lynch is president and John E. Lynch, treasurer.

JOHN E. LYNCH

John E. Lynch has long figured prominently in industrial circles of Massachusetts as treasurer of the Hodge Boiler Works of Boston, with which he has been continuously identified for a period of fifty-eight years, having held that office since the company was incorporated. He was born in New Brunswick, Canada, January 28, 1852, and attended the public schools of his native province in the acquirement of an education. He came to Boston when a youth of fifteen.

It was in 1871 that Mr. Lynch found employment with E. Hodge &



HODGE BOILER WORKS

Company as bookkeeper and he won successive promotions, working his way steadily upward until he became treasurer of the company. In January, 1891, Ebenezer Hodge died and the business was continued by Mr. Lynch. It was incorporated in 1901 under the name of the Hodge Boiler Works with John E. Lynch as treasurer, Henry H. Lynch as president and Frank J. Holderried as vice president and director. Under their wise and capable control the business of the Hodge Boiler Works has grown to extensive and important proportions and the company has long ranked among the successful industrial enterprises of the state. John E. Lynch is identified with many financial interests and is a trustee of the East Boston Savings Bank.

Though he has passed the seventy-seventh milestone on life's journey, Mr. Lynch is still an active factor in the world's work and in Boston where he has resided from the age of fifteen, he enjoys high standing in both business and social circles.

UNITED PAPER COMPANY

The United Paper Company of East Braintree, Massachusetts, was established May 19, 1919, by Ralph Hall and Ralph and Carl Doble, of the Pneumatic Scale Company, and in December of that year they were joined by Frank E. Donovan as superintendent. Five years later Mr. Donovan secured a minority interest in the business and in 1928 became the majority stockholder, his associate in the enterprise being John E. Prouty, now cashier of the Atlantic National Bank of Boston and treasurer of the United Paper Company. Since that time Mr. Donovan has been president of this company, which specializes in waterproof wrapping papers, used extensively in wrapping automobile tires, wire, fine writing paper, textiles and all export shipments of every nature whatsoever. They are known as manufacturers or paper converters, purchasing the paper and preparing it for use. They also manufacture mulch paper for speeding the crops, as it stops the growth of the weeds, eliminates cultivation and promotes the growth of the particular product. Another line of manufacture followed by the United Paper Company includes soap boxes, cooky and cracker boxes, waterproof reinforced sheetings for buildings and paper for the shipment of fish. Not only is an extensive plant maintained in East Braintree but the company also has another at Muskegon, Michigan. Both are equipped with the latest improved machinery and the processes of manufacture express the ultimate skill and expert knowledge in that field. Today the trade relations of the company cover large sections of the country and under the guidance of Mr. Donovan the business is showing a steady and gratifying growth.

Mr. Donovan is a native of Turners Falls, Massachusetts, born February 13, 1895. He was graduated from the high school there in the

class of 1913 and then entered the University of Maine, in which he completed a course in 1918, at which time the Bachelor of Science degree was conferred upon him. He had entered service for the World war on the 7th of April, 1917, and became an ensign in the United States navy, being stationed at various points in New England where his services were needed. He went through the officers training school at Harvard University and later was on patrol boats of Station 1, patrolling Boston harbor. In 1919 he entered upon active association with the United Paper Company as superintendent and has since devoted his energies to the conduct of the business with great success. He is also the president of the Michigan United Paper Company, under which name the western branch is conducted. His plans are carefully formulated and promptly executed and his intelligent direction of the business has brought substantial returns.

On the 7th of October, 1921, Mr. Donovan was married to Doris E. Williams, of Vinal Haven, Maine, and they reside at No. 129 Webb street in Weymouth. During his college days Mr. Donovan became a member of the Theta Chi fraternity and he belongs to the American Legion, to the Braintree Rotary Club, of which he is a past president, to the Cochato Club, the South Shore Country Club and to the Quincy lodge of Elks. His activities therefore touch the general interests of society and always for their good.

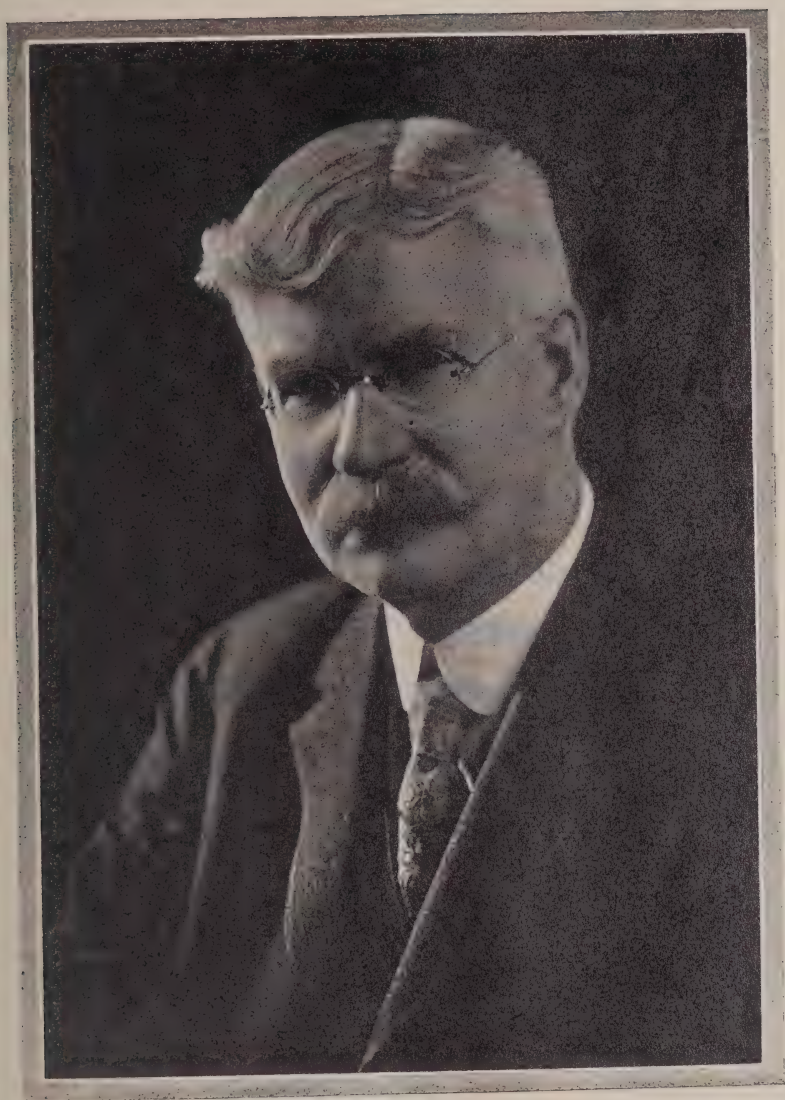
OLIVER B. WOOD

Among those who gained more than local prominence in business circles of Worcester while still active factors in the world's work was Oliver B. Wood, who established and developed the extensive printing business now carried on under the name of the Commonwealth Press. He was born in Ashburnham, Massachusetts, February 7, 1857, and his life covered the intervening period to August 21, 1925. He attended the public schools of Winchendon, Massachusetts, while spending his youthful days in the home of his parents, Eliphalet S. and Susan H. (Farrar) Wood, and then began learning the printer's trade, mastering all of the mechanical phases of the business, from typesetting to the assembling of the forms and the operation of the presses. At length he became foreman of the newspaper and job printing office of the Franklin County Times at Greenfield, Massachusetts, and afterward was employed in printing offices at Fitchburg, this state, and in Chicago, Illinois.

With his return to New England Mr. Wood took charge of the printing house of Edward R. Fiske in Worcester, and each change in his business connections marked a forward step which brought him a broader outlook, larger experience and wider opportunities. In 1880 he became foreman of the printing plant of Sanford & Company, and two years later he purchased a half interest in the business, at which time the firm name



HAMILTON B. WOOD



OLIVER B. WOOD

was changed to Sanford & Wood. A little later he acquired the interest of his partner and conducted the business under his own name until January 1, 1911, when it was incorporated under the style of the Commonwealth Press. Mr. Wood became president of the company, of which his son, Hamilton B., was made secretary, and the latter succeeded to the presidency upon the father's death. Oliver B. Wood occupied a prominent position among the representatives of the printing trade in his section of the state and at one time was president of the Worcester Typothetae. He was also identified with financial interests of Worcester as a director of the Merchants National Bank.

On the 9th of October, 1882, Mr. Wood was married in Worcester to Miss Jennie Chase Flagg, of Grafton, Massachusetts. He was a York and Scottish Rite Mason and a member of the Commonwealth Club, of which he served as president. He also belonged to the Worcester Agricultural Club, the Worcester Club, the Worcester Country Club, the Worcester Mechanics Association and the San Gabriel Country Club of Pasadena, California. He ranked high in business circles because of his efficiency, success and the scope of the enterprise which he developed, and he enjoyed an enviable reputation for both reliability and progressiveness.

HAMILTON B. WOOD

Hamilton B. Wood, president and treasurer of the Commonwealth Press, one of the foremost enterprises of its kind in New England, has become recognized as a leader of business enterprise in Worcester. He was born May 28, 1889, in the city which is still his home, and is a son of Oliver Brooks and Jennie Chase (Flagg) Wood. After completing a high school course in Worcester he attended Williams College and is numbered among its alumni of 1910. He then entered his father's printing plant and worked his way upward, for parental authority was not exercised to give him an easy berth. Through industry and close application he mastered the details of the business and in 1919 was made secretary of the company. Afterward he was elected treasurer and following the death of his father on the 21st of August, 1925, he became president as well as treasurer, still continuing in the dual offices. He is wisely managing a constantly developing business which was established by his father in 1882, at which time the firm had three men. There are now eighty employes on the payroll, and the business has been developed in a most substantial manner. Theirs was the first plant in New England to equip all cylinder presses with automatic feeders, and the steady expansion of their trade has led to three different removals in order to secure larger quarters. In 1923 they joined with two other printing companies in forming a trust company and erected a modern concrete seven-story building a block from the city hall. They specialize in

fine book printing, catalogues and color work and are engaged in a direct mail advertising business, having a sales office in New York city, with their main plant in Worcester. They are also represented by trained specialists in creative advertising and today they have a splendidly equipped plant, supplied with all modern facilities for work of the highest character along this line. For fifteen years Mr. Wood has been a member of the United Typothetae of America and has served on its executive and marketing committees, laboring along resultant lines for the benefit of the trade and the promotion of the high standards of the organization. He is a director of the Worcester County National Bank and a trustee of the Worcester 5c Savings Bank.

On the 26th of November, 1912, Mr. Wood was married in Worcester to Miss Helen Osgood Bradley, and they have become the parents of four children: Elizabeth, Osgood Bradley, Hamilton Brooks, Jr., and Norman Stockbridge, aged respectively fifteen, eleven, six and three years. Mrs. Wood is a member of the Smith College Club, the Tatnuck Country Club, the Players Club of Worcester and the Woman's Club of Worcester.

In June, 1923, Mr. Wood was elected president of the Worcester County Musical Association, which at that time was in serious financial straits, but through his leadership it has become a strong and progressive organization. Mr. and Mrs. Wood are affiliated with the Piedmont Congregational church and the interests of both have been of far-reaching importance and beneficial in results. During the World war Mr. Wood was a member of the Massachusetts State Guard. He is a Mason, having attained the thirty-second degree in the Scottish Rite, and much of the nature of his interests is shown in the fact that he is a member of the Chamber of Commerce, the Commercial Travelers Association, the Commonwealth Club, the Quinsigamond Boat Club, the Tatnuck Country Club, the University Club, the Worcester County Williams College Alumni Club, the Advertising Club, the Players Club and the Worcester Club. He also belongs to the Worcester Art Museum, the Worcester Agricultural Association, the Worcester County Mechanics Association, the Worcester County Musical Association and the Worcester County Fish & Game Association. Outdoor life makes strong appeal to him as a form of recreation, and he is helpfully interested in all those movements or organizations which tend to further public progress and promote civic betterment. His initiative in these, as in business, carries him steadily forward, and his labors have been fraught with good results.

CHARLES R. ASHWORTH

Charles R. Ashworth, conducting business under the name of the Leicester Woolen Company, is engaged in the manufacture of chinchilla cloth and other woolen coatings and suitings. He comes from a land where the textile industry has always played an important part in national pro-

gress and prosperity, for he was born in England, May 24, 1864, his parents being Thomas and Annie (Howard) Ashworth. The family home, however, was established in Pennsylvania during his infancy, and he acquired his education in the public schools of that state. His father was a coal miner and in accordance with the custom of that period and locality Charles R. Ashworth went to work in a Pennsylvania coal mine when but nine years old, being thus employed until he was fourteen, when the family removed to Cherry Valley, Massachusetts. There he entered the woolen mill of an uncle, working in the card room and in the finishing room until twenty-one years of age. After leaving his uncle's employ he filled positions in various foundries in and near Worcester, learning the business. He worked in that way for eleven years with the exception of about one year, during which he was employed in a foundry in Plainfield, New Jersey. Subsequently he spent seven years in charge of the brass foundry of the Rice, Barton & Fales Company of Worcester, and in 1903 he and his brother, Robert Ashworth, entered the industrial field under the name of the Leicester Woolen Company, formed for the purpose of manufacturing woolen coatings and suitings. During the past seven years the company has largely specialized in the making of chinchilla cloth. They employ about fifty operatives and have always enjoyed a profitable business, having a ready market for all they can produce.

On the 20th of August, 1896, Charles R. Ashworth was married to Miss Emma J. Lindley, of Connecticut, and they now have two daughters: Ruth L., who attended the Leicester grammar and high schools, afterward becoming a student in Middlebury College, and is now the wife of Stanley B. Wright, who served in the United States Aviation Corps during the World war; and Florence May, who supplemented her public school training by attendance at Proctor Academy and has become the wife of Mortimer Hemmingway, who was with the Marines in the World war.

Mr. Ashworth adheres to the Methodist faith and is identified with the Benevolent and Protective Order of Elks and the Hillcrest Country Club of Leicester. As a young man he played baseball and still enjoys the game but largely gains his diversion from golf. Whatever success he has achieved is attributable entirely to his own efforts for he began earning his living when only nine years of age and has won his promotions through diligence and loyalty. Advancing step by step, he came to a point where he could start out on his own account and is now at the head of a substantial textile industry in Leicester.

ROBERT ASHWORTH

Robert Ashworth, deceased, was actively identified with manufacturing interests in Leicester as a partner in the Leicester Woolen Company. He was born in Pennsylvania in 1867 and after attending the public schools continued his education in a business college. For a few years

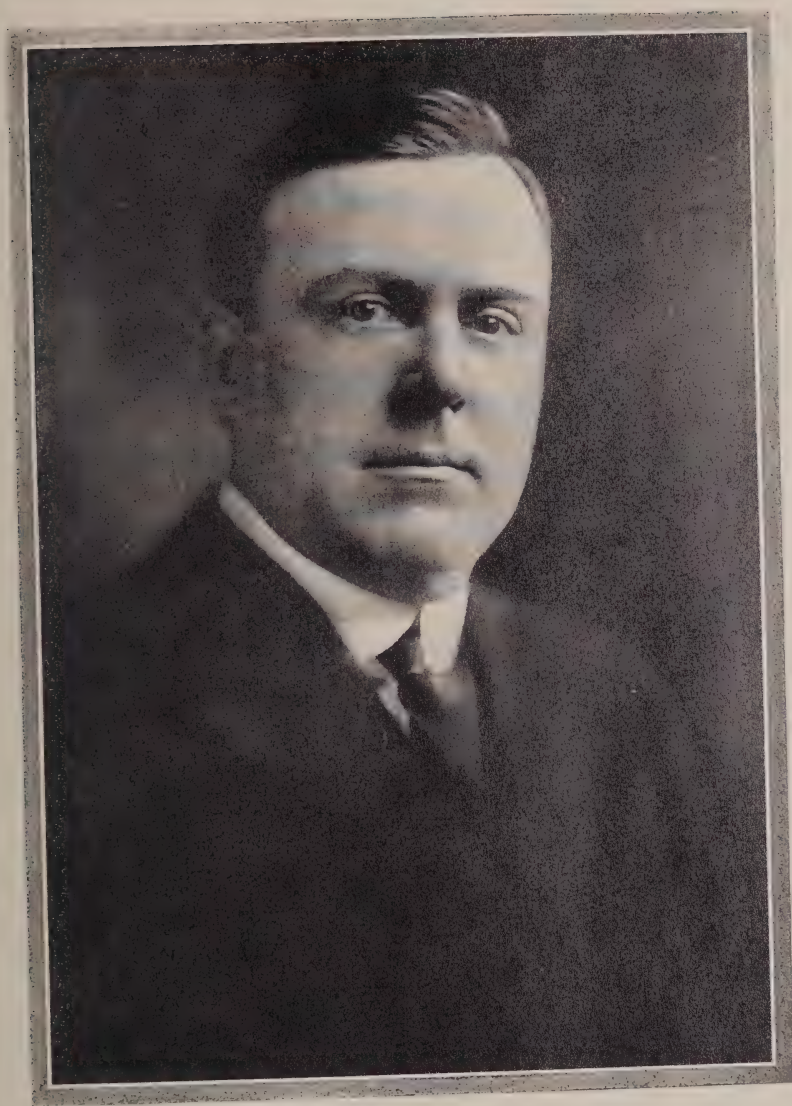
he was in the employ of the F. E. Reed Company of Worcester, learning the machinist's trade, and afterward established a grocery and general store in Leicester, which he successfully conducted for many years. In 1903 he embarked in business with his brother, Charles R. Ashworth, organizing the Leicester Woolen Company for the manufacture of coatings and suitings, and at a later period they began specializing in the manufacture of chinchilla cloth. Robert Ashworth looked after the office details, while his brother Charles was active in the manufacturing end of the business, the efforts of the one ably supplementing and rounding out the labors of the other. This association was maintained until the demise of Robert Ashworth on the 13th of October, 1927.

Mr. Ashworth left a widow, who in her maidenhood was Miss Clara Richardson, of Leicester. He was deeply interested in religious matters and for twenty-five years filled the office of treasurer in the Methodist church. He served for ten years as postmaster at Cherry Valley and as a man and as a citizen was held in high regard, enjoying the confidence and good will of all who knew him.

ALBERT H. STONE

One of the interesting business projects of Worcester county is that of the Nichols & Stone Company at Gardner, of which Albert H. Stone is the president. This company is engaged in furniture manufacturing and is the largest manufacturer of early American reproductions in the country. Superior craftsmanship and highly artistic features enter into the output and the success of the business has been continually growing.

Mr. Stone, who is president of the company, was born in Gardner, October 8, 1882, and of this city his parents, Reuben S. and Mary A. (Raymond) Stone, are also natives. He supplemented his public and high school education by study in Dean Academy and at Dartmouth College, from which he was graduated with the class of 1906. When his collegiate work was completed he became associated with the firm of Nichols & Stone, of which his father was one of the partners. They conducted an extensive chair manufacturing business and Albert H. Stone worked in the factory in various capacities, thoroughly learning the trade and gaining intimate and accurate knowledge of the enterprise. Personal merit and capability won him promotion to the position of foreman and later he was advanced to the superintendency. In 1907 he became secretary of the corporation and when a decade had passed was made president in 1917 and still holds that office. The company employs several hundred men, is capitalized for a half million dollars and is bringing out a larger amount of early American reproductions than any other furniture manufacturing house of the United States. They reproduce the most artistic chairs which were manufactured in the early periods and their products have an extensive sale. Mr. Stone has also become associated with many



ALBERT H. STONE

other business interests. He is a director of the Gardner Trust Company, the Gardner Electric Light Company and of the Gardner Associates.

In June, 1909, Mr. Stone was united in marriage to Miss Martha A. Jones, of Leominster, Massachusetts. Hunting and fishing claim Mr. Stone's leisure time and he has successfully hunted big game in all parts of North America. In Masonry he has taken the degrees of both York and Scottish Rites, is a member of Ivanhoe Commandery, K. T., of Gardner Consistory and of Aleppo Temple of the Mystic Shrine. He is likewise an Odd Fellow and an Elk and he is widely known in club circles, having membership in the Furniture Club of Chicago, the Monomack Club of New Hampshire, the Gardner Boat Club, the Oak Hill and Fay Country Clubs of Fitchburg and the Chair City Club of Gardner. He is a Rotarian and is identified with the Chamber of Commerce. In military affairs his record covers training in the Artillery Officers Camp at Camp Taylor and service as a lieutenant in the State Guard. He always votes with the republican party and was a delegate to its national convention in Chicago in 1920. In 1926 he was elected mayor of Gardner for a two years' term and in 1928 was reelected to the office, in which he is giving to his fellow townsmen a businesslike and progressive administration. He is also president of the Monadnock Council of Boy Scouts and there are few phases of the city's substantial development with which he is not closely associated, while his influence has been of far-reaching effect in advancing the general welfare.

REGINALD WASHBURN

Reginald Washburn brought to the outset of his business career the capability that arises from college training and a commendable ambition. Along the lines of an orderly progression he has advanced until he is now controlling important manufacturing interests as president, treasurer and general manager of The Washburn Company of Worcester. In this city he was born October 13, 1871, a son of Charles Francis and Mary (Whiton) Washburn. His granduncle, Ichabod Washburn, was the founder of the wire industry in America and organized the Washburn & Moen Manufacturing Company, the predecessor of the American Steel & Wire Company.

In the acquirement of an education Reginald Washburn was graduated from the Worcester Classical high school and then entered Harvard University, where he completed his course in 1894. Immediately afterward he started out in business independently, establishing a factory for the manufacture of bicycle parts and thus turning to a line of business akin to that with which the name of Washburn has been so long and prominently associated. After three years he entered The Wire Goods Company, of which his brother, the late Hon. Charles G. Washburn, was the head. This organization in time adopted the name of The Washburn

Company and Reginald Washburn is now in control of its interests as president, treasurer and general manager. He also figures in financial affairs of the city as a director of the Worcester Bank & Trust Company and as a trustee of the Worcester County Institution for Savings.

In 1903 Mr. Washburn was married to Miss Dorcas Bradford, a daughter of Hon. Edward S. Bradford, of Springfield, Massachusetts. Their family now numbers three daughters: Mrs. Luke B. Lockwood, of Riverside, Connecticut; Mrs. Charles B. Barnes, Jr., who resides in Boston; and Mary Elizabeth Washburn. The parents are affiliated with All Saints' Episcopal church of Worcester.

In matters relating to community welfare Mr. Washburn has long taken a keen and helpful interest. For two years he acted as chairman of the Worcester License Commission. He has not been interested particularly, however, in office holding, preferring to use his aid and influence in other ways. The welfare of the youth of the city has been a matter of intense interest to him and he is now president of the Worcester Boys Club, in the conduct and development of which he has been active for many years. He is also chairman of the New England Federation of Boys Clubs and a director of the National Boys Club Federation. He has thus closely studied the problems that affect the welfare and progress of the young and he is a firm believer in that cooperation which calls out the highest and best in the youth, making for his advancement, success and character building in the future.

WALTER E. SCHUSTER

Walter E. Schuster, treasurer of the Schuster Woolen Company, of the Hayward Company, and the Millbury Woolen Company, is thus prominently connected with a business organization, the story of which constitutes one of the most interesting and thrilling chapters in the industrial history of the state. He was born in Adams, Massachusetts, August 6, 1875, and there obtained his early education, which he continued in East Douglas, passing through the grades to the high school of his new home. When his textbooks were early put aside he became associated with the woolen manufacturing business of Hayward & Schuster at East Douglas, of which his brother, Winfield S. Schuster, was one of the owners. The town is situated in the heart of the beautiful Blackstone valley and the name of the organization has become known not only by reason of its products but also by reason of the policy which has ever been pursued by the men who have been at the head of the industry. Humanitarianism is the real spirit back of the success of the enterprise and this humanitarianism has made Douglas different from other mill communities, the lives of the operatives different from those who work in many similar plants. The life of the town centers in the mills, which furnish employment to approximately one thousand people.



WALTER E. SCHUSTER

William E. Hayward, one of the founders of the enterprise, was for sixty years associated with the industrial development of the Blackstone valley. He was born in Mendon, Massachusetts, in 1839, and in early life became a resident of Uxbridge. Following his graduation from the high school there he became a clerk in the Blackstone Bank of Uxbridge, spending eight years in that institution, and then turned his attention to industrial affairs by acquiring a small interest in the Capron Woolen Mills, which for thirteen years thereafter were operated under the firm name of Capron & Hayward. During a succeeding period of twelve years he was senior partner in the firm of Hayward, Taft & Company, operating a mill in Proctorsville, Vermont, and he also conducted a mill in East Douglas in association with Moses Taft, eventually centering his interests there, for in 1890 he bought out his partner. In the same year he was joined by Winfield Scott Schuster, known as one of the ablest as well as the youngest mill superintendent in New England. Since that time the names of Hayward and Schuster have figured in connection with woolen manufacturing in the Blackstone valley and have become synonymous with extensive operations and success throughout the country.

Mr. Schuster was widely known as an expert weaver and had an intimate knowledge of almost every textile operation. He was also a tireless worker, energetic, optimistic, determined and courageous. It was not long before the Hayward-Schuster combination became known as a force in woolen manufacturing circles, and the business thrived greatly during its first decade between 1890 and 1900, outgrowing the original plant, so that it was necessary to secure larger quarters.

It was during this period that the basic principle upon which the business has been developed became its dominant note. The Golden Rule was made the basis of all relations between employer and employe. Winfield S. Schuster had had practical experience in the woolen manufacturing industry, having worked at the looms in a factory at North Adams, Massachusetts, providing not only for his own support but also contributing to the support of younger brothers and sisters following the death of his father. That he applied himself closely to his tasks and acquainted himself thoroughly with the business is shown in the fact that he was called to the superintendency of the Hayward plant in East Douglas, where his understanding of conditions among mill operatives stood him in good stead. His social nature was manifest in his relations with those in his employ, for the workers in the East Douglas mills were treated not as a part of the machinery but as human beings. This was manifest when the new mill conducted under the name of the Schuster Woolen Company was dedicated a quarter of a century ago. Such an occurrence might have been made a notable social event for an exclusive group of officials and stockholders, but the spirit of democracy which has always ruled the Schuster and Hayward interests was conspicuous at this time. The installation of machinery was delayed for several weeks that the employes might stage a grand ball on the cleared floors of the plant.

The death of the great manufacturers, William E. Hayward and Win-

field Scott Schuster was to bring about certain changes in the woolen organization, which, however, remains in the ownership and management of the two families. In the meantime Walter E. Schuster, who from his early youth also contributed to the support of the family, had come to East Douglas and later entered his brother's employ. The latter gave him kindly attention and care but showed him no favoritism in business, wishing him to learn the trade from the ground up. He met every requirement made upon every other mill operative and advanced through merit and ability. Today Walter E. Schuster is treasurer of the three companies which have charge of the three mills that constitute the woolen manufacturing business of the firm, while William L. Hayward, son of the founder of the business, is president. These men operate three of the largest mills in New England, the stock of which is practically in the hands of Walter E. Schuster, William L. Hayward and Harry F. Hayward of Franklin, Massachusetts. There is the closest business connection between the two first named partners, who are constantly in consultation concerning the problems of the enterprises and their management. The mills are operated full time in order to keep up with an ever increasing patronage, and the plants are thoroughly modern, the equipment in each representing the latest mechanical development in the woolen manufacturing industry. The company has erected many attractive homes which are rented to the mill operatives at an extremely low figure. These are not the usual tenements of the mill worker but are attractive cottages and residences, abounding in light and sunshine, with all the comforts that come with hot and cold running water and electrical equipment. Thus the employees are a happy and satisfied class of people who have no inclination to demand the "rights" of employees, so that there has never been a strike in the mills in all the years of their existence. Moreover, the Schuster-Hayward organization was the first of the great textile concerns to furnish group insurance to employees as well as provide medical care for all workers. The attitude toward employees is perhaps best shown in the fact that Mr. Schuster is never known as "boss," "big chief" or any other such appellation which indicates a marked social and monetary difference between employer and employee. To those who serve him he is simply "Walter," and the humblest employee knows that he may approach him with the assurance of an audience and consideration of any question which he presents. It is a daily occurrence for him to walk through the plant, discussing their tasks with the mill workers or talking to them concerning baseball, which is the hobby of the employer and the employees. He points with pride to the fact that East Douglas is the greatest baseball center of the country, its games being attended by a larger percentage of citizens than in any other town or city of the nation. Mr. Schuster has ever been a lover of the game and he has encouraged his employees to share in his enthusiasm over the national sport, so that it is not unusual in the summer seasons for the mill workers to be at the ball grounds about a quarter of an hour after the mills have shut down for the day.

Another indication of the interest of Mr. Schuster in his employees is

constantly preaching to them the doctrine of "Buy your own home," with the result that many have acquired property in and near the village, and in this way many have taken up farming, the old Yankee homesteads having thus come into possession of Czecho-Slovakians, Italians and Poles who are on the payrolls of the woolen mills of East Douglas. The land is cared for by women, children and elderly relatives, and because of the daylight savings plan on which the mill operates, not a few of the workmen are able to get in an hour or two after the closing whistle at the plant has been heard. Mr. Schuster believes that the man who owns land cannot help becoming a good American citizen and, moreover, he is continually promoting Americanism by urging his foreign workers to become naturalized and become interested in community affairs. He has set a good example in this himself by giving of his time and energy to the duties of treasurer and selectman of East Douglas through a period of fifteen years. Any project which has to do with the welfare and progress of the village is of interest to him and then, too, he has been chosen to represent his district in the Massachusetts house of representatives, having served during the term of 1925-26, and at the present writing he is also a member of the governor's council. Each Wednesday morning he makes his way to Boston to attend the important meetings of the council and is a close friend and adviser of the governor. When Mr. Schuster learned that the school teachers, most of whom came from outside communities, had inadequate conditions at the hotel in East Douglas, he set about to remedy the lack, immediately conferring with his partner, William L. Hayward, with the result that the two purchased the hotel and converted it into a modern establishment of this character. It is now a first-class hotel with a dining room as good as any in New England and it has the "homey" qualities of the old-time tavern where one may secure not only a clean room and excellent cooking but the cheer and comforts of the old Yankee home. Such is the reputation of the house that it has become a favorite stopping place of motorists passing through the Blackstone valley. In all that they undertake in the development of the business Mr. Schuster and Mr. Hayward are each consultants of the other, while each has entire charge of the mill which bears his name, and they are continually discussing the problems that arise in woolen manufacturing, both being capable executives of wide experience, keen insight and thoroughly conversant with the problems of the trade. There is another interesting agreement between them—a compact to keep down their weight, and if either goes above a certain weight they lay out a schedule of tennis games and every evening the two test their skill over the net.

Mr. Schuster is a director of the Blackstone National Bank but other than this confines his business attention to his manufacturing interests. He belongs to Worcester Country Club but has never been an advocate of golf and one of his epigrams is that "One cannot run a textile plant from the golf links or from an easy chair of the Boston Club." He also tersely puts his theory and philosophy of business into such expressions as "Running a textile mill is not a dress suit proposition" and "Junking antiquated

mill machinery and equipment would help the textile industry more than wailing and weeping." He also says "A mill worker is a human being whose social, political and religious life should be free from 'main office' rules and regulations."

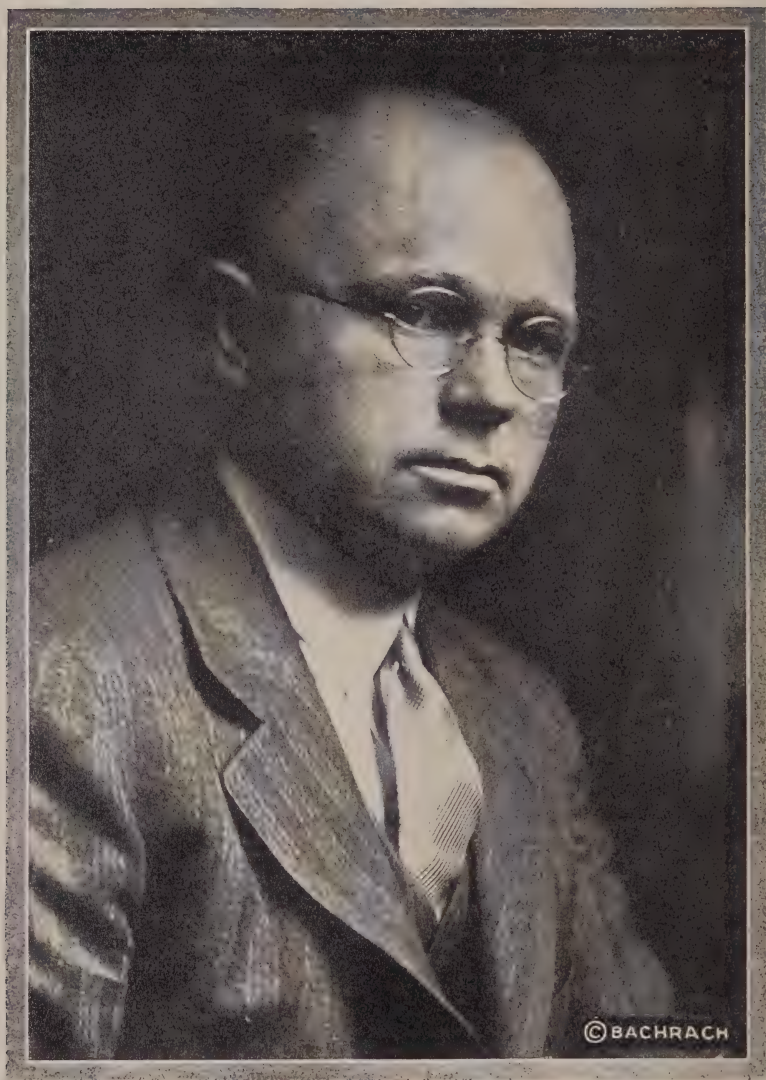
In January, 1901, Mr. Schuster was married to Miss Lena M. Aldrich, of East Douglas. Their son, Winfield A. Schuster, was graduated from Brown University and then took a course in business administration at Harvard. He is now associated with his father in business and, like him, the son has made baseball his hobby. He was captain of his team at Brown University, and both he and his father are always present at the East Douglas games.

Mr. Schuster made a gift of fifty thousand dollars to East Douglas to beautify the Evergreen Cemetery for the town and for the perpetual care of all the graves of those who no longer have friends or relatives in the community to keep them green. The Hayward-Schuster Memorial high school building, built on one of the most commanding sites in the town, and presented to the town, is one of the most fully equipped modern school buildings in the state and symbolizes the public spirit of the donors, Walter E. Schuster, Marie Schuster Smith, daughter of Winfield Schuster, William L. Hayward and Harry T. Hayward.

Little has been said of Mr. Shuster as an executive and a resourceful business man, all this being indicated in the three establishments of which he is an official. The great mills of East Douglas and Milbury are the visible expression of the enterprise and progressive spirit of Walter E. Schuster and William L. Hayward, but more than that, they are the expression of the love of man for his fellowmen and his desires that each individual may have the best possible opportunity for his development and progress.

PAUL AMANDUS ANDERSON

Identified with the laundry business since 1918, Paul Amandus Anderson is now general manager, treasurer, clerk and director of the New England Laundries, Inc., of Winchester. He is a native of Sweden, born April 7, 1885, and a son of John and Johanna Anderson. His grammar-grade education was supplemented by study in evening schools and later in life he pursued a course in Northeastern University of Boston, Massachusetts, from which he received the degree of Bachelor of Commercial Science in 1917. His initial experience in the business world came to him as errand boy in a printer's office. Since 1918, as above stated, he has been actively engaged in the laundry business and in this connection has worked his way steadily upward to a position of executive control and responsibility. A man of marked business ability, progressive spirit and unfaltering enterprise, he has contributed in material measure to the continued growth and success of this undertaking and has gained a grat-



PAUL A. ANDERSON



ARTHUR T. DOWNER

ifying measure of prosperity in its conduct. He is president of the Laundryowners' Bureau of Boston and also a director of the American Management Association.

On the 25th of May, 1910, in Dorchester, Massachusetts, Mr. Anderson was united in marriage to Clara M. Dahlstrom and they are the parents of four children, namely: Edna P., Mildred E., Marion E. and John P.

Fraternally Mr. Anderson is affiliated with the Masonic order, belonging to Mystic Valley Lodge, A. F. & A. M., of Winchester, while in religious faith he is a Congregationalist. His name is likewise on the membership rolls of the Boston Rotary Club, of which he is a director, the Winchester Country Club and the Boston City Club. Mr. Anderson is a bibliophile with particular preference for biography, and a collector of "first editions."

ARTHUR TIFFANY DOWNER

Arthur Tiffany Downer, who has been connected with the laundry business for a period covering more than three decades, is now at the head of an extensive and successful enterprise of this character as president and director of the New England Laundries, Inc., of Winchester. He was born at Elizabeth, New Jersey, July 30, 1870, his parents being David R. and Adelaide T. Downer. In his youth he acquired a high school education and on putting aside his textbooks obtained a position as errand boy in a lawyer's office. Subsequently he became identified with the drug and paint specialties business and next turned his attention to gold and silver smelting and refining. It was in 1898 that he entered the laundry business, in which he has remained continuously to the present time and has developed an enterprise of large and profitable proportions as president of the New England Laundries, Inc., of Winchester. His high standing among representatives of this line of activity is indicated in the fact that he has been made vice president and director of the American Institute of Laundering, Inc., Joliet, Illinois. He is also a member of the board of managers of the Employers Association of Eastern Massachusetts and a director of the Winchester National Bank. In June, 1929, he was appointed a member of the departmental committee of the trade association department established by the National Chamber of Commerce of the United States of America, his incumbency to cover one year.

On the 10th of November, 1891, at Elizabeth, New Jersey, Mr. Downer was married to Helen M. Palmer, who is deceased. On the 20th of July, 1923, at Winchester, this state, Mr. Downer was again married, his second union being with Elizabeth M. Smith, a native of Montpelier, Vermont. Mr. Downer has had seven children, as follows: Annie M., who is deceased; Leroy T., who married Beatrice Spillsbury; Charles P., whose wife was in her maidenhood Helen M. Hutchins; Edith I., the wife of Howard S. Abbot; Wallace F.; David R.; and Arthur H. Downer. Mrs.

Elizabeth M. (Smith) Downer is a member of the Winchester Country Club and the Daughters of Vermont.

In religious faith Mr. Downer is a Presbyterian, while fraternally he is identified with the following Masonic bodies: William Parkman Lodge, A. F. & A. M., of Winchester, this state; Mystic Valley Lodge, A. F. & A. M., of Winchester; Winchester Chapter, R. A. M., of Winchester; Hugh de Payens Commandery, K. T., of Melrose, Massachusetts; and Aleppo Temple, A. A. O. N. M. S., of Boston. He likewise belongs to the Boston Rotary Club, of which he is a past president, to the Winchester Country Club, the Boston City Club and the University Club of Boston. Social and genial by nature, he has gained many friends and everywhere is spoken of in terms of high regard. Mr. Downer is a lover of the out-of-doors, finding keen enjoyment in sports and activities which take him into the open, and he turns for recreation to the cultivation of a large New Hampshire farm which he owns. Reading also affords him pleasure and he is a musician of ability, playing the clarinet.

TAUNTON-NEW BEDFORD COPPER COMPANY

The tales of fiction contain no more interesting or romantic chapters than those which are disclosed in the development of business interests. More than a century ago—in the year 1826—three brothers, Samuel L., George A. and William A. Crocker, began rolling sheet copper at a water power plant in the town of Norton. Its processes were undoubtedly those introduced into the country by Paul Revere, whose midnight ride is familiar to every schoolboy and schoolgirl throughout the length and breadth of the land. History dramatizes Paul Revere as a daring, horseback patriot, who in spare time wrought exquisite silver bowls, but in Canton, Massachusetts, are relics of a lesser known Paul Revere, pioneer in copper-rolling and founder of a great American industry. The bell with which the sexton summons worshipers to attend St. James Parish church in Cambridge was cast by Paul Revere, brass founder, in 1792. In 1801, on the Neponset river at the present site of Canton, he built America's first copper-rolling mill and founded the American copper industry, conducting his business originally under the name of Revere & Son, while later operations were carried on by the Revere Copper Company, either under its original name or under the name Taunton-New Bedford Copper Company into which it was consolidated, for over a century and a quarter and then the name Revere Copper and Brass Incorporated was adopted. The reason that Paul Revere took up his work in copper and brass was that the first secretary of war wanted ten brass howitzers and Paul Revere cast them. He also hammered out the bronze and copper fittings for the famous "Constitution", but all copper sheets and plates were even then brought in from England and so the government gave Revere & Son a loan of ten thousand dollars, with which he purchased an old government

powder factory and started the first copper-rolling mill. Soon his copper sheets sheathed the sides of the famous "constitution" and fashioned the boilers in Robert Fulton's second steam-boat "The Raritan" and also in Fulton's first steam ferry-boat and in the "Fulton the First", which was the first steam war frigate and still again in the first torpedo boat. In 1804 Joseph Warren Revere, son of Paul Revere, went to Europe, where he gained wide information concerning copper-rolling machinery and methods of manufacture. At that time the Reveres were the copper magnates of America. After the death of Paul Revere in 1818 his son continued the business and in time was succeeded by his son, John Revere, who remained at the head until his death in 1886. For some time previous to his death John Revere's son, Edward H. R. Revere, had been associated with his father in the business.

In the meantime enterprises of similar character sprang up in other sections of New England and more distant parts of the country and, as stated, the three Crocker brothers began rolling sheet copper at a water power plant in the town of Norton. Their little undertaking prospered and in 1831 the business was incorporated under the name of the Taunton Copper Manufacturing Company. The output at that time was used principally for sheathing the hulls of wooden ships to protect them against "borers". The promoters of the business were constantly alert to any new opportunities for improvement, and about 1844 they began using a composition of copper and zinc which was patented in England and was known as Muntz, or Yellow Metal. This answered for the purpose of ship sheathing and could be purchased much cheaper than the sheet copper which they had formerly used. Expert labor was secured from England and thus in New England began the development of muntz metal in the United States. In 1836 the company had purchased the water power above them on Wading river and constructed a canal above the dam, which gave them an increased head of water from twelve to twenty-one feet. In 1848 an additional plant was started at Weir Village, Taunton, and in 1888 the entire works were consolidated there. Year by year progress was furthered by the introduction of improved processes and methods of manufacture, and year by year the business grew and expanded.

Samuel L. Crocker was treasurer of the company from 1826 until 1883—a period of fifty-seven years, at the end of which time he was succeeded by Henry F. Bassett, who served until 1919, when he became president of the company. It was in 1900 that the business was consolidated with that of the Revere Copper Company and of the New Bedford Copper Company under the name of the Taunton-New Bedford Copper Company, operating two plants, one at New Bedford and one at Taunton. C. A. Cook became president of this corporation and so continued until his death in 1919, when he was succeeded by Henry F. Bassett, who held the office until his death in 1927, when Edward H. R. Revere, great-grandson of the first man to engage in copper-rolling in America, became the chief executive of the company. Today the Taunton plant is a division

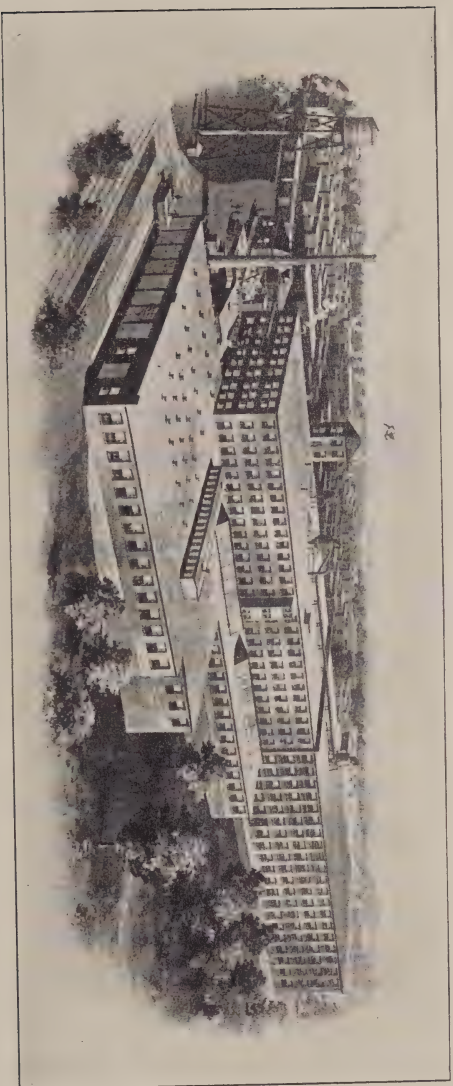
of Revere Copper and Brass Incorporated. It was an important event in American history when six successful companies in 1928 joined as one—the Baltimore Copper Mills of Baltimore, Maryland; the Dallas Brass & Copper Company of Chicago; the Higgins Brass & Manufacturing Company of Detroit; the Michigan Copper & Brass Company, also of Detroit; the Rome Brass & Copper Company of Rome, New York; and the Taunton-New Bedford Copper Company. These six units, with their specialties, combine to make a complete service in copper, brass and bronze. In the Taunton-New Bedford unit, of which Everett B. Davenport is president, and Edward H. R. Revere executive chairman, was the original Revere Copper Company founded in 1801, and to perpetuate the name Revere in the industry and in the very business which Paul Revere founded, the name of the consolidated group became Revere Copper and Brass Incorporated, with its six branches as outstanding units in industrial activity from the Atlantic to the Mississippi, and with its general offices in Rome, New York.

RICHARDSON PIANO CASE COMPANY

In 1891 Everett B. Richardson, L. L. Richardson, Henry R. Smith and Charles J. Cobleigh incorporated the Richardson Piano Case Company which now utilizes over 150,000 square feet of manufacturing space in the manufacture of piano cases, the plant being the largest in its line in the country. The advent of the radio has opened a new line of production, and elaborate cases are now being turned out by its artisans for some of the largest radio manufacturers in the country. Capitalized for \$300,000, the company employs 300 operatives. Everett B. Richardson is president and Rolfe Smith, treasurer.

EVERETT B. RICHARDSON

Everett B. Richardson, president of the Richardson Piano Case Company, maintaining its plant on North Main street in Leominster, where three hundred workmen are busily employed in the production of piano cases and radio cabinets, was born in Cambridge, Massachusetts, October 14, 1864, a son of Lucius A. and Louise E. (Fitch) Richardson. He attended the Leominster high school and Comer's Business College, and having thus been trained for life's practical and responsible duties, he became an employe of a piano case company, with which he thoroughly learned the business, gaining a comprehensive knowledge of the trade in every particular. Ambitious to engage in business on his own account, he organized the present Richardson Piano Case Company on the 1st of January, 1891, and has continuously served as its president. The business has steadily prospered and now represents an invested capital of three hundred thou-



RICHARDSON PIANO CASE COMPANY

sand dollars, while the volume of its output is indicated in the fact that its employes now number three hundred. As this business has been placed upon a substantial basis and its activities thoroughly systematized, Mr. Richardson has found time to cooperate in other interests and is now president of the Fitchburg Duck Mills, vice president and director of the Leominster National Bank and clerk and trustee of the Leominster Savings Bank.

On the 26th of June, 1889, Mr. Richardson was married to Miss Ada V. Conant, of Kentucky, and they are the parents of a daughter and two sons, named below. Bernice Louise, who was born June 16, 1891, and who is a graduate of the Leominster high school, Wheaton College of Norton, Massachusetts, and Sweet Briar College of Virginia, is the wife of Percy C. Campbell of Watertown, Massachusetts, and the mother of two children, Louise and Robert. Judson C. Richardson, who was born April 1, 1894, pursued his education in the Leominster high school and in Phillips Exeter Academy of Exeter, New Hampshire, and had been a student in the Massachusetts Institute of Technology for two years when he put aside his textbooks to enter the United States Navy for service in the World war as a wireless operator. He is now vice president of the Richardson Piano Case Company. By his marriage to Erma Carter of Leominster he has two children, Judson and Nancy. Everett G. Richardson, born April 30, 1900, pursued a high school course at Leominster and also attended Dartmouth College for two years. He likewise saw naval service in the World war and is now associated in business with his father as factory manager of the Richardson Piano Case Company. To him and his wife, who bore the maiden name of Dorothy Pace, has been born a son, Everett G., Jr.

Fraternally Mr. Richardson is a Mason and served as master of his lodge in 1898, while in 1910-11 he was district deputy under the grand master. He has attained the Knight Templar degree in Jerusalem Commandery and is a loyal follower of the teachings and purposes of the craft. He belongs to the Congregational church, is a past president of the Chamber of Commerce and is widely known in club circles, having membership in the Leominster and Monoosnock Country Clubs, in the Fay Club of Fitchburg and the Worcester Country Club. During the period of the World war he rendered effective service to the government in the capacity of fuel administrator.

ROLFE W. SMITH

Rolfe W. Smith, treasurer of the Richardson Piano Case Company, thus has voice in the executive control of one of the large and important business interests of Leominster. A lifelong resident of this place, he was born January 9, 1879, of the marriage of Henry R. and Alice (Wheelock) Smith. The father passed away in 1920. Passing through consecutive

grades in the public schools, Rolfe W. Smith completed a high school course in Leominster and then entered Dartmouth College, from which he was graduated in 1901. When his textbooks were put aside he entered the employ of the Richardson Piano Case Company, spending two years in the factory, during which period he acquainted himself with various phases of production. He was then assigned to clerical work in the office and by close application, loyalty and capable service he has worked his way steadily upward, having been made treasurer of the company in 1920, since which time he has directed its financial policy. This company manufactures piano cases and radio cabinets and the business is capitalized for three hundred thousand dollars, while its employes now number three hundred. Mr. Smith has also become the treasurer of the Richardson-Bennett Lumber Company, a director of the Fitchburg Duck Mills and president of the Putnam Woolen Company.

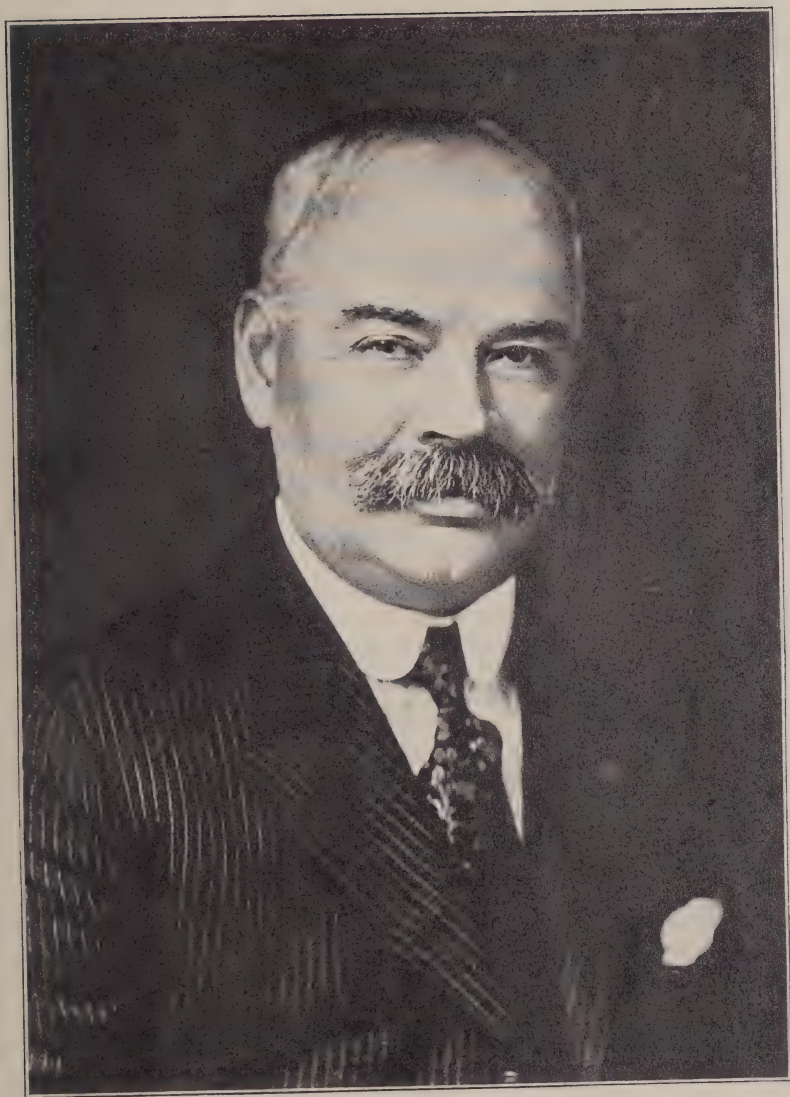
On the 10th of June, 1908, Mr. Smith was united in marriage to Miss Mary Dewey, of Dewey Mills, Vermont. They are the parents of four children, namely: Emily, eighteen years of age, who is a student in the Walnut Hill School of Natick, Massachusetts; Alice and Justin, who are attending the Leominster high school; and Eleanor, a pupil in the junior high school. Mrs. Smith is a past president of the Woman's Club and during the period of the World war took an active part in Red Cross work as a member of the finance committee.

Mr. Smith has membership in the First Congregational Unitarian Society and he is also a York Rite Mason, with membership in Jerusalem Commandery, K. T., and a member of the University Club of Boston, the Fay Club of Fitchburg, the Leominster Country Club and the Chamber of Commerce. Alert and enterprising, he is ready for any emergency and any opportunity and his progress has resulted from qualities which all may cultivate and which, intelligently directed, ever bring a sure and desired reward.

DONALD TULLOCH

Donald Tulloch, elected in 1906 general secretary of the Worcester Branch, National Metal Trades Association, and who, since 1912, has also been general secretary of the Employers Association of Central Massachusetts, is in this connection giving his attention to the practical and scientific solution of many problems which affect industrial relations in general. His work has been of wide-reaching importance and at all times he has been actuated by a public-spirited devotion to the general good as expressed in happy relations between employers and employees.

Mr. Tulloch was born in Fochabers, Morayshire, Scotland, September 19, 1862, a son of Donald and Elizabeth (Campbell) Tulloch. When only two years of age, the family removed to Inverness, where his early education was obtained and where he was graduated from Dr. Raining's



DONALD TULLOCH

school in that ancient town—the capital of the highlands. He took up the study of stenography at home, there being no business institutes at that time, and while he was serving a seven years' apprenticeship at the printing business in the office of the Inverness Advertiser. With his printing apprenticeship over, and being a shorthand writer he immediately became a newspaper reporter and later the owner and publisher of the Inverness Football Times, a very lively weekly newspaper today and the only one of its kind devoted specially to sports in the north of Scotland.

Later on Mr. Tulloch became manager of the Scottish Highlander, a weekly newspaper devoted to improving the condition of the farmers and crofters in the highlands of Scotland, where was also published "The Celtic Magazine," a monthly organ, much of which was published in the Scottish Gaelic language and which also had a wide circulation among those interested in the western highlands. In 1889 he came to the United States, and his first position was a connection he made with the Milford Journal, and after two years he became a reporter on the Worcester Telegram, coming to reside in Worcester in 1891.

For fourteen years he was employed as a reporter on The Telegram, and then in May, 1906, he received the appointment of general secretary of the Worcester Branch, National Metal Trades Association. Since 1912 he has combined that work with the general secretaryship of the Employers Association of Central Massachusetts, where his activities have been many and varied during the past quarter century.

Those who read between the lines will recognize the fact that his knowledge has been constantly broadened through his varied business connections, which have brought him an intimate understanding of trade conditions and trade relationships as between employer and employe. He views the questions which arise in industry as a man of broad vision and thorough understanding. His conclusions are logical, and his activities broadly resultant. He has assisted in the solution of involved and intricate business problems in manufacturing establishments, and he keeps thoroughly abreast of the times in the trend of progressive thought in industrial matters.

On December 30, 1885, Mr. Tulloch was married in Inverness, Scotland, to Isabella Mackenzie of Maryburgh, Rossshire, Scotland. They have four daughters and three sons: Elizabeth Mackenzie, who is her father's assistant, and ex-president of the Worcester Business and Professional Women's Club and connected with the Worcester County Women's Republican Club; Alistair Ross, secretary of the Metal Trades and Employers Associations of Western Massachusetts in Springfield, who married Ruth Knight of Worcester and has three children—Barbara Ruth, Gail Fillinwood and Isabel Mackenzie; Christine Katherine, who is the wife of Guy Frank Whitney, plant engineer of the Collins Manufacturing Company, of Collinsville, Connecticut, and has two children, Louise Isabel and Christine Elizabeth; Donald Hugh Campbell, consulting industrial engineer, of Philadelphia and Wilmington, Delaware; Flora Isabel, connected with the State Mutual Life Assurance Company; James

Logan, employment manager of Worcester, and Maude Mackenzie, wife of Boyd Hartshorne Ten Eyck, accountant with the New England Power Association, of Boston, residing in Wollaston. They have one child, Donald Tulloch Ten Eyck. All of the children attended the grammar and high schools of Worcester. Donald took the chemistry course in the Worcester Polytechnic Institute and has a military record in that he served as a first lieutenant in the United States Coast Artillery during the World war.

The family attend the Union Congregational church. Mrs. Tulloch is a member of the Woman's Club of Worcester, of the Women's Republican Club, one of the organizers of the Anglo-Saxon Club, and with her husband belongs also to the Foreign Relations Association. She was for many years connected with the reportorial department of the Worcester Telegram.

Mr. Tulloch is a member of the Chamber of Commerce, Worcester Rotary Club, Worcester Parks and Recreation Commission, Worcester Safety Council, Worcester County Sportsmanship Brotherhood, vice president of the Worcester County Mechanics Association, was secretary of the Victoria Association and president of the Anglo-Saxon Club. Politically he is an ardent republican and represented the ninth ward as a member of the Republican City Committee but has never sought public office. He has found time for literary work, and has published two books, "Worcester, City of Prosperity," and "Songs and Poems of the Great World War."

Mr. Tulloch has always been an admirer and promoter of outdoor sports. In 1893 he was secretary of the Worcester County Soccer Football League. He played with the Worcester Cricket Club and is recognized as the organizer in Worcester of bowling on the lawn and of ice curling, being president of the Worcester Bowling and Curling Club for thirteen years from its inception until the annual meeting in January, 1930, when he declined further honors. He was selected to take charge of the Worcester County Sportsmanship Brotherhood Soccer Team which went to Worcestershire, England, August 25, 1929, to play five games with amateur soccer clubs in Worcestershire and thereby promote friendly relationship between the people of the two Worcesters and incidentally between the United States and the United Kingdom. It will thus be seen that much of his life has been devoted to an effort to bring about harmonious healthy conditions, both in business and internationally. He believes in his fellowmen and in fair play, and feels that amicable relations can be maintained only when there is understanding between the parties involved.

The introduction of scientific methods with humanitarian ideals into industry today will mean better understanding, prosperity, and the milk of human kindness in industry tomorrow for all those engaged in it. He is constantly working to this end, and his labors have been productive of excellent results, judged by the peace and prosperity in industry which

have obtained in central Massachusetts for many years. He believes Robbie Burns was right and very prophetic when he said that the time would come when "man to man the world o'er, shall brothers be for a' that."

WILLIAM M. MILL

William M. Mill is officially identified with one of Worcester's oldest industries as manager and assistant treasurer of the Thomas Smith Company, which was established in 1854 and has developed an extensive enterprise in the production of light and heavy steel stampings for special machinery and automobiles, washers, machine bolts and nuts of all sizes, gear blanks, steel head fittings for jack spools and bobbins and is especially equipped for automatic shape cutting of all steel parts.

Mr. Mill was born in Glasgow, Scotland, July 3, 1890, a son of William R. and Margaret (McEachern) Mill, and acquired his early education in the land of hills and heather. He was a lad of ten years when in 1900 he accompanied his parents on their emigration to the new world, the family home being established in Worcester, Massachusetts, where he continued his studies as a grammar school pupil and subsequently took high school work at evening sessions. His initial experience in the business world was gained during a year's employment in the electrical department of the Graton & Knight Company, after which he spent a year in the General Electric Apprentice School. He was next employed by the R. E. Kidder Company for twelve months and afterward worked as a clerk in the order department of the United States Envelope Company until 1917. Then the country became involved in the World war and for eleven months he served overseas with the Seventy-sixth Division, being supply sergeant of an ammunition train which furnished the artillery with the necessary munitions of war. In 1919 he associated himself with the Thomas Smith Company of Worcester, with which he has been continuously connected during the past decade and of which he has been manager and assistant treasurer since 1924. The following paragraph appeared in "Industry": "The Thomas Smith Company, which for the last seventy-five years has been turning out steel stampings of endless number and variety, through the ever progressive spirit of its management has continually kept abreast of the times and no better equipped steel stamping plant can be found anywhere. The latest and best equipment for automatic shape cutting of all steel parts has been installed to take care of the wider scope of such work which has developed in recent years. This department, among the first to be equipped with oxygen for cutting, expanded to such an extent that the management sought newer methods of cutting and convinced that automatic cutting was efficient and economical installed such equipment for the benefit of its patrons. The firm carries at all times bolts and nuts and washers of all standard dimensions."

On the 9th of March, 1918, Mr. Mill was married to Miss Mildred Foye,

of Worcester, who is a graduate of Mount Holyoke College of South Hadley, Massachusetts, and received the Bachelor of Science degree from Simmons College of Boston.

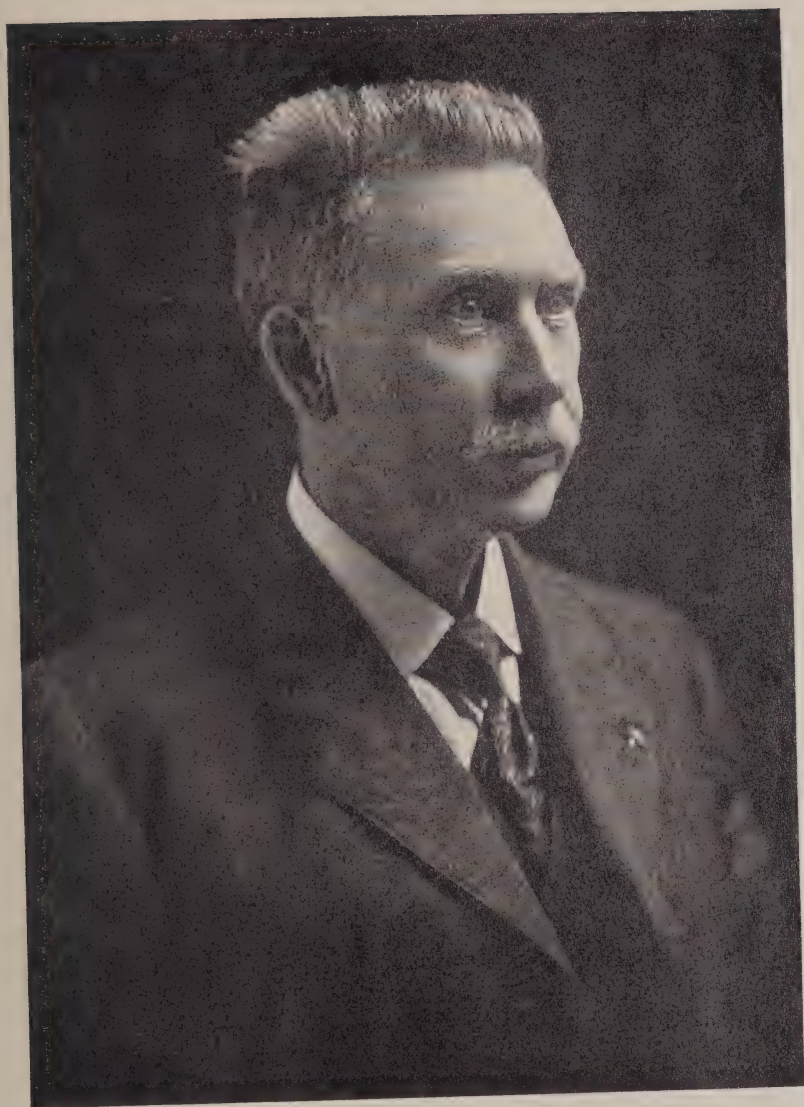
A worthy exemplar of the teachings and purposes of the Masonic fraternity, Mr. Mill has taken the degrees of the chapter and council. He also belongs to the Rotary Club, while his religious faith is indicated by his membership in the Plymouth Congregational church. In the American Legion he has served as chairman of the welfare committee and is now commander of General Devens Post. He is held in high esteem in the various organizations with which he is identified and in local business circles is acknowledged a capable and successful executive.

WILLIAM H. HOBBY

William H. Hobby, proprietor of the Gardner Machine Works, has for the past thirty-five years specialized in the designing and building of chair-making machinery, thus giving expression to the inventive ingenuity which is his in pronounced degree. He was born at Charlestown, Massachusetts, in May, 1866, a son of William M. and Lucy A. (Elm) Hobby. The father served in the Civil war as a member of Company I of the Twelfth Regiment, known as Colonel Thatcher's regiment, which was practically annihilated. His death occurred in 1883.

William H. Hobby acquired his education in the grammar and high schools of Roxbury, Massachusetts, and also pursued a three-year course in designing and drafting in Wentworth Institute of Boston. Subsequently he completed an apprenticeship in the brass and iron foundry and the machine shop of the Walworth Company of South Boston and then entered the machine shop of L. G. Knight, manufacturer of chair-making machinery, being thus employed for about three years. Next he devoted two years to learning gear cutting in the city of Boston, after which he returned to Gardner, where he became an employe in the chair manufacturing plant of the Heywood-Wakefield Company. In 1894, associated with his brother, he embarked in business on his own account as a machinist, specializing in the designing and building of chair-making machinery. The death of his brother a few years ago left him sole proprietor of the shop, which is modern and well equipped in every particular. Chair manufacturers all over the country use Hobby chair-making machines of various designs to facilitate speed in production. Mr. Hobby has successfully met the constant demand of the chair industry for more and faster machines, employing about fifteen skilled workmen in building devices of his invention. He has not exercised his natural mechanical ingenuity merely for personal gain but has directed his efforts into those channels through which flows the greatest good to the greatest number.

In 1889, in Gardner, Mr. Hobby was united in marriage to Ada G. Clapp and to them were born two daughters: Nettie L., who is the wife



William H. Hobby

of Ellery Trickell, of Portland, Oregon; and Alice W., the wife of Henry LeBlanc, of Gardner, Massachusetts. Mr. Hobby was again married October 18, 1918, his second wife being Etta L. Richards, a native of Gardner.

The military record of Mr. Hobby covers service in the State Guard prior to the Spanish-American war. He is a member of Charles Sumner Camp of the Sons of Veterans and fraternally is affiliated with Gardner Lodge No. 1426 of the Benevolent and Protective Order of Elks and with the Improved Order of Red Men. He likewise belongs to the Chamber of Commerce and is widely recognized as one of the progressive, enterprising and public-spirited citizens of his community. As an enthusiastic disciple of Izaak Walton his favorite recreation is fishing.

ROYAL WORCESTER CORSET COMPANY

For many years the history of the Royal Worcester Corset Company was practically synonymous with the life record of its founder, David Hale Fanning, who for more than six decades guided the destiny of this business, which developed from a small beginning until it occupied a place of world leadership. He had reached the age of ninety-five years when he relinquished control of the mammoth plant and during that period he had thoroughly trained various assistants who were able to carry on the work when he laid it aside.

Mr. Fanning was born August 4, 1830, in Jewett City, Connecticut, and was only seven years of age when left an orphan, after which he lived with older brothers and sisters. He attended the public schools of his native state until he reached the age of fifteen, when he was forced to put aside his textbooks and start out in the business world, securing a situation in a small twine and cotton batting factory conducted by his brother. He often pondered over life, its meaning and its opportunities, and in later years told the story of how at nine-thirty on a Sunday morning when he was drawing a pail of water at the well curb, his vague dreams suddenly took definite shape in a resolution to strike out for himself. This was on the 9th day of August, 1846, and it was probably the most important decision in a career in which later quick and sound decisions made him a world figure in connection with corset manufacturing.

Leaving home, Mr. Fanning went as far as Danielson, Connecticut, walking eighteen or twenty miles on that day, after which he spent the night in a country inn. The next day he boarded a train for Worcester but was unable to find work in the town whose destiny he was later to so largely direct. For two years he operated the picker and lapper in a cotton mill at Clinton, Massachusetts, and then determined to learn the machinist's trade, serving a two years' apprenticeship. At the end of that time he resumed mill work, but his ambition was not satisfied and he resolved to become a merchant. Accordingly he opened a small gro-

cery store at Groton Junction, now Ayer, but still he did not find the field in which he desired to continue his labors. Selling his store, he went west to Chicago but after a few weeks became a bookkeeper in Cleveland, Ohio, where he remained for several years. His love for New England caused him to return to Worcester in 1861. Unable to join the army because of physical disability, he entered business circles of Worcester as a hoop skirt manufacturer in a little room fifteen feet square. He employed two women as his assistants and excellent workmanship enabled him to find a ready sale for his output among Worcester merchants. He was always a keen observer of the signs of the times and after a few years, believing that hoop skirts would soon be abandoned for other styles, he began the manufacture of corsets, for which he soon found a good local distribution that a little later developed into a national trade. At times Mr. Fanning had partners in his business but usually found the connection unprofitable, and for many years he was the guiding spirit of the great enterprise which he established and developed and which at no time was disturbed by strikes because of the fairness and consideration which he always displayed toward his employes. Year by year his business grew, demanding increased facilities, and in 1895 an extensive factory was erected on land purchased at Wyman and Hollis streets. To this large additions were made every five years in order to meet the growing demands of the trade. In 1921 a further addition was built containing dining and rest rooms of the highest type for employes.

Something of the continued success of the Royal Worcester Corset Company is indicated in the fact that no mortgage has ever been placed upon the present factory building. Careful management has made this course possible and today the company occupies a mammoth plant, while its business has become one of the largest of its kind in the world. The building covers an entire city block and adjoining it is a beautiful flower garden with a lawn, shrubs and evergreens forming a pleasing environment for operatives of the factory. One of the elements in the success of the business is that Mr. Fanning was always most careful in organizing the personnel of the company, surrounding himself with competent, dependable people. He ever displayed a most enterprising spirit, being the leader in many changes in corset manufacturing. He developed many new styles and the present-day output, embracing many varieties, is almost as dissimilar to his original line as was his first product to the iron corset brought out by Venice in the sixteenth century or its predecessor, the Roman belt, worn in 65 A. D.

Today sales offices and agencies have been established in almost every part of the country. There are commodious and beautifully equipped offices and sales rooms in all of the large cities and there are few countries on the face of the globe in which the Royal Worcester corsets are not sold. There are models for slender and full figures, for the petite and the tall, and corsets for young girls. There are also athletic, dancing and maternity corsets, and each year has seen improvements in style, always combined with perfection of workmanship.

The Worcester plant is equipped with the latest improved machinery and furnishes employment to many hundred operatives. There are also many specialists doing particular work requiring great skill and efficiency, and demonstrators are sent out to various parts of the world. The Royal Worcester Corset Company has received first awards at most of the leading expositions not only in this country but also in foreign lands.

From the time when he started out with two employes David Hale Fanning made the welfare of his workers one of his first considerations. He lived to see the fulfillment of his dreams in this connection in the establishment of beautiful rest rooms and dining rooms for those in his service and in a splendidly equipped hospital with a trained nurse in attendance. Recreational interests were also made a feature of the business, including music for dancing during the noon hours, and not only did Mr. Fanning create in Worcester one of its most important industries, but he ever looked to the welfare of the community in which he lived and did more for the city than any other one man. He improved the village cemetery, erected the Soldiers' monument, gave to the city the David Hale Fanning park and endowed the Slater library. The Worcester Girls' Trade School was made possible through his gift of one hundred thousand dollars to the city and he subscribed many thousands to the Hahnemann Hospital of Worcester. He had passed the ninetieth milestone on life's journey ere his labors were turned over to others. He had developed a business which reached out in its trade relations to almost every section of the globe through the importation of materials used in manufacturing and through the sale of the finished product. The silks of the far east, the rubber of tropical lands and the steel from various mining districts were brought into the factory to be converted into finished garments, many of which were then sent out in beautiful boxes made in the box department of the factory. The shipping room is an enormous affair and every square foot is efficiently used. The printing plant is fully equipped to do all of the printing for the firm, and in every possible way the highest point of efficiency has been reached in the production of the Royal Worcester corsets.

ARTHUR H. GRAY

Arthur H. Gray is vice president of the Royal Worcester Corset Company, and thus in the City of Worcester is controlling the largest enterprise of the kind in the world. Thorough training in this field well qualified him to take up executive management following the death of the honored founder of the company, David Hale Fanning.

Mr. Gray was born in Lawrence, Massachusetts, May 4, 1888, and supplemented his early educational training by study in the Cambridge Latin School and in Dartmouth College, where he won the Bachelor of Arts degree at his graduation as a member of the class of 1911. His

initial business experience came to him in the stock room of the Royal Worcester Corset Company, and his loyalty to the interests of the corporation, his diligence and efficiency brought him promotion from time to time until he was made superintendent of the mammoth plant. Later he was placed in charge of the export department and subsequently was advanced to the position of sales manager, having entire charge of the sales of the corporation, which cover every section of the globe. His next forward step brought him to the offices of vice president and general manager and in 1927 he became first vice president. Thus within sixteen years he had progressed until he was made one of the executive heads of one of the largest manufacturing concerns of the state. He is always ready for any emergency and for any opportunity, and his masterly direction of the interests of the company has won him classification with the foremost business men of the state.

On the 29th of August, 1914, in Worcester, Mr. Gray was married to Miss Janet Archibald of this city, and they now have two children, Barbara Jane and Arthur H., Jr. In religious faith they are Universalists, and Mr. Gray has membership in the Hillcrest Country Club, the University Club and the Quinsigamond Lodge of Masons. There have been no spectacular phases in his life, his entire course being characterized by devotion to duty and the conscientious performance of his daily tasks. With him each day has marked off a full faith attempt to know more and to grow more, and he has infused into the business the same progressive spirit, leading to its constant expansion, while never for an instant has he deviated from the high standards of workmanship, of service and honorable trade relations instituted by the founder.

ALBERT W. AVERY

As treasurer of the Royal Worcester Corset Company of Worcester, Albert W. Avery is handling the financial interests of a business that is incorporated for two and a half million dollars. He has devoted his life to financial management, and his adequate service in this connection is evidenced in the success of the mammoth concern of which he is an official.

He was born in Montgomery, Massachusetts, May 7, 1896, and there attended grammar school, next becoming a pupil in the Westfield high school. Later he was a student at Norwich University, from which he was graduated in 1917. His initial business experience covered ten years' association with the Westfield Manufacturing Company as cost accountant and paymaster, and later he was with the Wickwire-Spencer Company of Clinton, Massachusetts, acting as chief clerk in the accounting department for one year. On the expiration of that period he became connected with the Royal Worcester Corset Company in the capacity of assistant treasurer, and his ability in handling the work under his direc-

tion led to his advancement to the office of treasurer and to his election to the board of directors of the company, which is the largest of the kind in the world. It is now incorporated for two and a half million dollars and employs hundreds of workers, both men and women.

On the 16th of December, 1917, Mr. Avery was married in Westfield to Miss Lillian Marcoullier, of Southampton, and they have become the parents of a daughter, Vyrlyn, now eight years of age. Mr. and Mrs. Avery are Congregationalists in religious faith, and he is a member of the University Club. Mrs. Avery belongs to the Out-Door Sports Club, and both greatly enjoy the game of golf. His activity, however, is largely centered along the line of business, and the passing years have chronicled the development of his powers in financial management, so that he was well qualified to take up his present duties as treasurer of the Royal Worcester Corset Company.

COLONEL WILLIAM H. DOLAN

Various business interests have profited by the sound judgment and keen discernment of Colonel William H. Dolan but his chief concern is The Jennison Company of Fitchburg, of which he is the president and treasurer. A native of Leominster, Massachusetts, he was born April 27, 1876, and attended the Leominster high school, after which he became associated with The Jennison Company in order to learn the plumbing trade. From an apprentice he worked his way upward until he was made foreman of the plumbing department and on the 27th of March, 1900, was admitted to a partnership in the business, which in April, 1923, was incorporated under the name of The Jennison Company, with Mr. Jennison as president and W. H. Dolan as treasurer and general manager. Upon the death of the founder of the business Mr. Dolan succeeded to the presidency, continuing to act also as treasurer, and his son, W. H. Dolan, Jr., is now assistant treasurer. The former owns practically all of the stock in the company, which, widely known as engineers and contractors, is doing a large business in mill piping, heating, ventilating and plumbing. They handle the Jennison forced circulation hot water heating system and automatic sprinklers, light and heavy sheet metal work, smoke flues and breechings and also manufacture and install ventilating and blower systems. In addition to his interests of this character Mr. Dolan is a director of the Federal National Bank of Boston, the Shaw Crane-Putnam Machine Company, Inc., and the Wachusett Shirt Company of Leominster.

On the 9th of October, 1902, in Fitchburg, Colonel Dolan married Nellie G. Driscoll and they have one son, William H., Jr., who was born September 16, 1904, attended St. John's College, a preparatory school at Danvers, Massachusetts, and was graduated from the Worcester Polytechnic Institute. He married Alma O'Hearn of Gardner, Massachusetts. Mrs. Nellie Dolan is a member of the Fitchburg Women's Club, Jeanne D'Arc

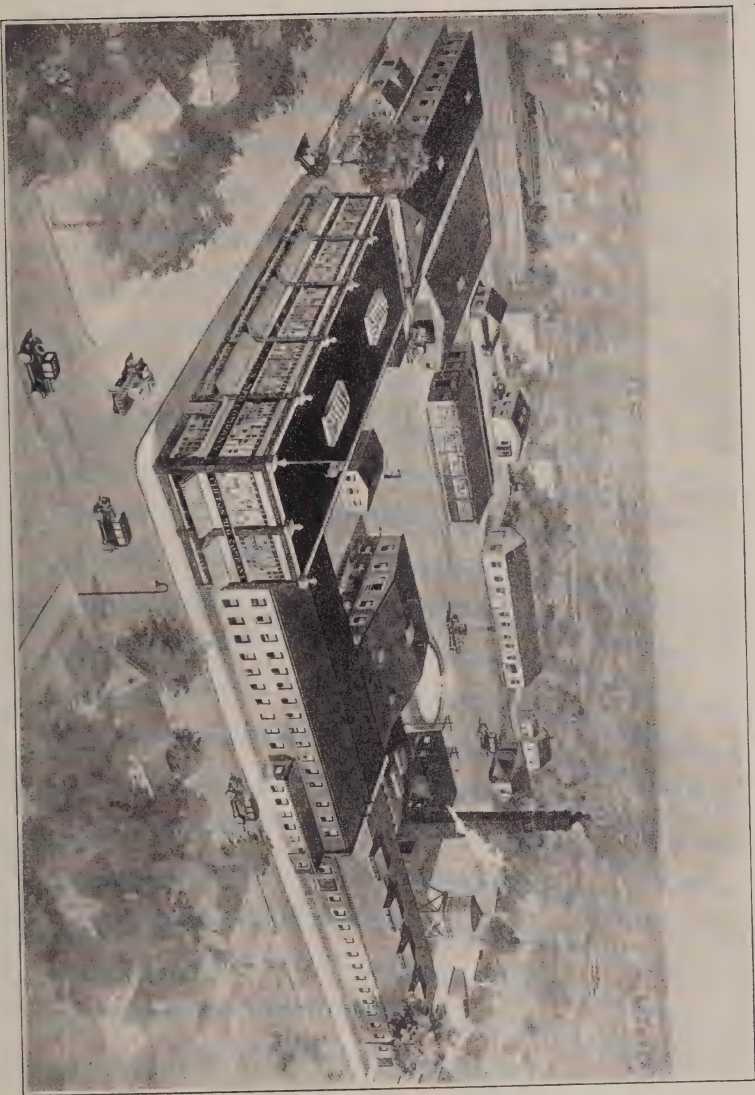
Circle Daughters of Isabella, the ladies' auxiliary of the American Legion and the ladies' auxiliary of the Spanish War Veterans. The family adheres to the Catholic church and Mr. Dolan has membership with the Knights of Columbus and with the Benevolent and Protective Order of Elks.

Colonel Dolan has an interesting military record, having enlisted April 30, 1894, as a private of Company D, Sixth Regiment, and later served in the grades of corporal, sergeant, second lieutenant, first lieutenant and captain of the organization until February 8, 1904. The following year he was appointed captain-adjutant of the Sixth Regiment, was elected major of the regiment June 18, 1912, and was inducted into the United States service in August, 1917, as major of infantry. He organized the Military Police of the Twenty-sixth Division and in command of the same went to France. He served on the staff of the commanding general of that division throughout the war and was promoted to the rank of lieutenant colonel and afterward colonel. He also served with Company D in the Sixth Regiment Massachusetts Infantry during the Spanish-American war as quartermaster sergeant. His name is on the membership rolls of the Army and Navy Club of Boston, the Fay Club and the Oak Hill Country Club.

CLIFTON MANUFACTURING COMPANY

The Clifton Manufacturing Company, manufacturers of rubber clothing, rubberized fabrics, insulating tape and splicing compounds, coated gem duck, backing cloths and shoe tapes, has its main office and factory at 65 Brookside avenue in Jamaica Plain, Boston, while its Boston sales office is at 99 Chauncy street and its New York sales office at 1002 Knickerbocker building. The company occupies the original site and part of the original plant of the old Cable Rubber Company, which operated prior to 1887 on Brookside avenue, Jamaica Plain. It was in the year mentioned that the Clifton Manufacturing Company was established by Miss Amanda M. Lougee, and with her was associated Samuel Williams of Boston. They conducted the business under a partnership arrangement for a number of years and in 1901 incorporated under the laws of New Jersey with an authorized capital of two hundred and fifty thousand dollars, represented by one thousand shares of preferred stock of the par value of fifty dollars and four thousand shares of common of equal par value. About the year 1903 William M. Tenney became identified with the company and purchased the interest of Miss Lougee, at which time he took over the active management of the business, remaining in close and helpful association therewith to the time of his death, which occurred in August, 1924, when he was succeeded in the presidency by his son, Frank C. Tenney.

The Clifton Manufacturing Company continued as a New Jersey cor-



CLIFTON MANUFACTURING COMPANY

poration until April, 1926, when the business was reincorporated under the laws of Massachusetts, and has since been operating as a Massachusetts corporation. This reorganization, however, caused no substantial change in ownership, management or invested capital. The company has always been noted for the high quality of its rubber clothing, which is the oldest line of production. Its other products include friction tape and splicing for the electrical trade; coated gem duck for shoe factories, with complete line of backing cloth and shoe tapes recently added; rubberized fabrics for the cutting trade, and miscellaneous rubber goods, including blankets, ponchos, aprons and protective covers.

It was during the management of William M. Tenney that the company also established and operated a branch plant in Buffalo, New York, which was devoted to the manufacture of galvanized and enameled electrical conduits. This plant was sold at the end of 1925, following the death of Mr. Tenney, and that part of the company's business was then discontinued. This enterprise has developed steadily from a sales volume of about one hundred thousand dollars a year to the present volume of business, totaling about a million dollars annually. Its trade has been substantially doubled since 1924 and at present its sales cover all parts of the United States and Canada, the company being represented by its own salesmen and territorial sales representatives, while its export agents in New York and Boston export goods to all parts of the world.

With the development of the business floor space has been increased by the addition of new buildings from time to time, so that the total amount is about fifty thousand square feet. A new building for the office and to provide additional production space was erected in 1920 and a new mill room was built in 1926. The employes of the company now number about two hundred. The high standard of Clifton products is well known throughout the United States and in foreign lands as well, and the continued growth and development of the enterprise results from the close application and capable management of its officers and directors. The board is composed of Frank C. Tenney, president; N. Lincoln Greene, vice president and general manager; Donald B. Webster, secretary and treasurer; and David D. Tenney and Roger Dow, who, with the officers, constitute the directorate.

In addition to his duties as the chief executive and one of the directors of the Clifton Manufacturing Company, Frank C. Tenney is vice president of and actively associated with The Tenney Company, grain commission merchants of Minneapolis and Duluth, Minnesota. N. Lincoln Greene, who is active in the control of the interests of the Clifton Manufacturing Company in Boston, was associated for about twenty years with the United States Rubber Company and prior to his resignation from that company was general manager of the clothing division. He was also vice president of the American Rubber Company of Cambridge, Massachusetts, and vice president of the Stoughton Rubber Company of Stoughton, Massachusetts. He has been connected with the Clifton Manufacturing Company since 1921. Donald B. Webster, its secretary and

treasurer, succeeded Horace G. Morse in May, 1927, on the resignation of the latter. He was formerly connected with the United States Rubber Company in New York City; with W. B. Richards & Company, industrial engineers of New York city; Price, Waterhouse & Company, auditors, and C. F. Rittenhouse & Company, auditors of Boston. He has acted as auditor of the Clifton Manufacturing Company since 1924. David D. Tenney, director, and a brother of Frank C. Tenney, is president of and actively associated with the Tenney Company, grain commission merchants of Minneapolis and Duluth.

THE MORANDI-PROCTOR COMPANY

Since 1851 when Francis Morandi began the manufacture of tin and copper ware, and kitchen goods of all varieties, the Morandi-Proctor Company has devoted its efforts to serving New England needs, and with every member of the present-day enterprise having been born and reared within the geographical limits of the six northeastern states, the concern well deserves the slogan, which it invariably employs over its display booths at all expositions where it exhibits its sterling products—"The 100% New England Firm."

New England hotels, colleges, hospitals, clubs, cafeterias, restaurants and institutions have shown a particular pride in doing business with this house that has brought forward during the past few years some of the most progressive ideas and up-to-date pieces of cooking apparatus of any enterprise of its kind in the United States.

The company's executives have made a specialty of rendering personal service to its customers, a policy which often has been a deciding factor in securing large contracts.

Soon after the formation of the original concern the founder admitted his son, Ernest L. Morandi, to the partnership, and the latter proved so skilled a salesman that it was soon feared the contracts secured by him could not be filled within the required time with the limited manufacturing facilities then possessed by Francis Morandi & Son, and the firm immediately acquired the going business of E. Whitely & Co., which was operating in the same field.

Following the death of the founder, Ernest L. Morandi consolidated the business with that of the Smith & Anthony Company and was retained by that corporation as manager of the hotel department, until 1905, when, with Charles F. Proctor he purchased the hotel department business of the Smith & Anthony Company and of the Walker Pratt Company of Watertown, and the Morandi-Proctor Company was incorporated.

In 1906 A. Morandi Bartlett entered the employ of the concern as an errand boy and through close application to business and his interest in the firm and its high ideals worked his way to the treasurership of the corporation.



MORANDI-PROCTOR COMPANY, 1930



MORANDI-PROCTOR COMPANY, 1851

Arthur H. Boynton, the president, has been associated with the old and new firms for thirty-three years, and he is also president of The National Association of Kitchen Equipment Manufacturers.

Other representatives of the firm are James B. Meehan, a member of the board of directors, and Nathaniel W. Aldrich who carry on the engineering activities and the planning of kitchens; and W. P. Hatch, vice president who has charge of the sales rooms which are handled by Chas. J. Greer and Henry Coleman. C. C. Chesley is in charge of the territory in Maine and F. H. Griffin is the Vermont and New Hampshire sales manager. F. H. Colton is the Rhode Island representative and specializes in hospital supplies. John Murphy and Samuel B. Smith are the Boston representatives and Francis Walsh covers the district from Newburyport to Worcester.

The company's sales in 1928-1929 showed a sizeable increase over those of former years. Between seventy-five and one hundred hands are employed by the corporation.

In 1930 the firm had enlarged to such an extent that it was necessary to add to its personnel Paul R. Bishop, who became vice president and general sales manager. Although Mr. Bishop had been in the west for the past few years, being connected with some of the largest manufacturing concerns in the country, he was originally a Maine boy and comes back to New England with the Morandi-Proctor Company in order to help take care of their growing business.

The need of soda fountains and luncheonettes became so apparent that in the early part of 1930 Morandi-Proctor Company took over the products of Puffer-Lippincott, manufacturers of soda fountains and accessories for all of New England and New York state. This important connection is of distinct interest to the New England industries as the house of Puffer-Lippincott is one of the oldest in New England of its kind, being established in 1832 and operating a large plant in Winchester, Massachusetts.

The Morandi-Proctor Company at the present time has outgrown its present factory and expects in the near future to move to larger quarters in the near suburbs of Boston.

ARTHUR H. BOYNTON

Arthur H. Boynton is president of the Morandi-Proctor Company, manufacturers of kitchen equipment for hotels, with offices at 88 Washington street, Boston. He was born in Cambridge, Massachusetts, August 30, 1876, and obtained his grammar and high school education in Melrose, Massachusetts, after which he attended Harvard. Almost immediately after leaving college he became associated with the line of business in which he is still engaged, entering the employ of the Smith & Anthony Company, manufacturers of kitchen equipment for hotels. He served as

a salesman and in this way gained an intimate knowledge of the business and its possibilities. In 1905 the original company sold to Ernest Morandi and Charles F. Proctor, who took out articles of incorporation under the name of the Morandi-Proctor Company, which is still continued. It was at that time that Mr. Boynton was advanced to the position of sales manager and eventually elected to the presidency in 1923. Through the intervening period he has carefully and systematically directed the interests of the company and has gained a large patronage through satisfactory service rendered to his customers.

On the first of October, 1927, at Medford, Massachusetts, Mr. Boynton was married to Stella B. Benson, of that place. By a former marriage he has two children: Laura W., twenty-three years of age, who is a dietician of the Taylor Hospital, Ridley Park, Pennsylvania, and Francis W., twenty years of age, now a student in the University of Maine.

Mr. Boynton belongs to the Congregational church and has membership in the Harvard, Boston City, Rotary and Square & Compass Clubs. He formerly found his recreation in golf but now spends his leisure in travel. Fraternally he is affiliated with the Masons, belonging to the following bodies: Golden Rule Lodge, A. F. & A. M., of Wakefield; Fidelity Lodge, A. F. & A. M., of Melrose; Reading Chapter, R. A. M.; and Wyoming Council, R. & S. M.

A. MORANDI BARTLETT

A. Morandi Bartlett is treasurer of the Morandi-Proctor Company, which is one of the important commercial interests of Boston. He was born in Malden, Massachusetts, March 8, 1888, a son of Albert and Blanche (Morandi) Bartlett. His father, a native of Maine, was for many years active in mercantile circles of Boston under the name of the Bower & Bartlett Coffee Company.

A. Morandi Bartlett supplemented his early educational training by study in the Mitchell School, a military boys' boarding school of Billerica, Massachusetts, and in the Hill School of Pottstown, Pennsylvania. In 1906 he entered into active association with the Morandi-Proctor Company, manufacturers of cooking utensils and hotel equipment for kitchen use. He started from the bottom and is now treasurer of the company, his life record indicating what can be accomplished when there is a will to dare and to do and where effort is intelligently directed. He is further known in the business circles of Boston as president of the Bartlett-Thompson Company.

On the 1st of February, 1913, in Boston, Mr. Bartlett was married to Miss Helen Durick. He served with the rank of captain in the Massachusetts State Guard during America's connection with the World war. Fraternally he is an Odd Fellow, and he has taken an active interest in golf, in swimming and in works of magic in the past, specializing on

escapement work such as effecting release from all sorts of handcuffs and from nailed-up boxes. He took this up as a hobby and developed a surprising degree of skill along that line—a skill which has added to the pleasure of many a social occasion. He is a member of the Society of American Magicians and is a prominent and popular representative of various leading clubs, being a past president of the Interchange Club, vice president of the Boston Luncheon Club, a member of the Army and Navy Club, the Algonquin Club, the Commonwealth Country Club and the Marlborough Country Club.

FRANK H. WILLARD

During forty-six years' identification with the Graton & Knight Company, of Worcester, Frank H. Willard has worked his way upward from the position of errand boy to that of executive head of a corporation which is the largest manufacturer of leather belting in the United States. He was born at Harvard, Massachusetts, December 9, 1865, pursued his early education in the Worcester grammar schools and continued his studies as a night school pupil for a few years. It was in 1883, when a youth of seventeen, that he became errand boy in the Worcester shop of the Graton & Knight Company, manufacturers of leather belting and leather specialties. As he demonstrated his ability and fidelity in the discharge of the tasks assigned him, he was advanced through the various departments of the business, which he thus learned in principle and detail, serving as factory superintendent and eventually assuming official position as vice president and general manager. He is now president of this mammoth concern, which is capitalized for seven million dollars and furnishes employment to about fifteen hundred workmen in supplying the demands of the trade. Laudable ambition, indefatigable industry and keen sagacity have carried him steadily forward from a humble position in the business world to one of large responsibility and importance. He has the poise, vision, wisdom and administrative power of the man of affairs and his high standing in the leather industry is indicated in the fact that he is president of the American Leather Belting Association. He also occupies the presidency of the Manufacturers Research Association and figures in local financial affairs as a director of the Worcester County National Bank and trustee of the Worcester 5c Savings Bank.

In 1892 Mr. Willard was united in marriage to Amelia Pratt, and they are parents of a son, Leslie T., born in 1898, who is a graduate of the Worcester high school and of Dartmouth College.

The military record of Mr. Willard covers service in the Worcester City Guard. Deeply concerned in civic advancement, he is treasurer of the Young Men's Christian Association; is a member of the Rotary Club; vice president of the Power Transmission Association and chairman of the sole and belting leather group of the Tanners Council of United States.

Fraternally he is affiliated with the Improved Order of Red Men and with the Masonic order, in which he has taken the degrees of both the York and Scottish Rites, being a member of Worcester Commandery, K. T., and Aleppo Temple of the Mystic Shrine. That he is appreciative of the social amenities of life is evidenced in his membership connection with the Worcester Club, the Worcester Country Club, the Hill Crest Country Club and the Woods Hole Golf Club, these last indicating the nature of his recreation.

SELDEN WORSTED MILLS

The Selden Worsted Mills at Methuen date their establishment from 1903, the business being founded at Lawrence, Massachusetts, by George L. Selden, who continued in Lawrence, operating in the old Specket mill until 1920, when a part of the present plant was built in Methuen. To-day the company has a most modern three-story brick building containing thirty-six thousand square feet of floor space and equipped with the latest improved machinery necessary to their line. In 1929 the company took over the Bolton Worsted Mills in Methuen with about fifteen thousand square feet, and the extent and importance of the enterprise is indicated in the fact that they also control the Massachusetts Worsted Mills and now employ about two hundred people. They specialize in the production of tropical worsted, sold under the name of Indiana Tropical, and their output also includes fancy dress goods. Their sales cover all parts of the United States, Cuba and South America and the business features as an important unit in the great aggregation of woolen goods manufactories which have made Massachusetts one of the world centers of trade in this connection.

George L. Selden, the founder of the business, was born in Hadlyme, Connecticut, in 1848 and removed to Lawrence, Massachusetts, in 1892. He served in the United States Navy at Annapolis, Maryland, for about ten years in his early manhood and was there graduated as a member of the class of 1872. He was on sea duty for several years, serving first as a midshipman and later as a lieutenant, and was stationed on the Wabash, the last of the wooden ships to be used by the government. He passed away in 1919. His family numbered five children: James K., who is now president and treasurer of the Selden Worsted Company; Edward, who has charge of the New York branch of the business of the company; Margaret, Katharine and Marion.

James K. Selden was born in Lawrence, January 1, 1894, and qualified for his present line of business by a special course of study in the Lowell Textile Institute. He is also a Harvard graduate, having completed his course there in 1916, at which time the Bachelor of Arts degree was conferred upon him. His initial practical experience came to him when he was but ten years of age, for at that time he began working in the mill



JAMES K. SELDEN

to earn spending money, and the spirit of ambition thus displayed has characterized his entire life.

In 1916 James K. Selden joined the One Hundred and First Field Artillery and during his World war service was transferred to the aviation department, being assigned to the Seventy-sixth Squadron. While "stunting" at Brooks field, where he was an instructor, he was injured in the falling of his plane and was taken to the Brooks Hospital, where he remained for about a year. He had been commissioned a first lieutenant. In February, 1919, he was mustered out of the service. He then entered the mill as assistant treasurer and on the death of his father was made vice president and treasurer, while in 1919 he was called to the presidency, continuing his duties as treasurer. He is now actively directing the business as its chief executive and keeps its manufactured products up to the highest standard. Associated with him as officers of the company are Raymond D. Blethen, assistant treasurer, and Wilbur E. Rowell, secretary.

Mr. Selden was married November 2, 1921, to Miss Ann Everett, of Washington, D. C., and they have three children: Anne K., James K., Jr., and George L. The family resides in Andover, and Mr. Selden is identified with the Masonic fraternity, the Harvard Club of Boston, the Harvard Club of New York, the American Legion and the Military Order of the World War.

MARY M. DANIHER

The career of Mary M. Daniher well illustrates in what marked degree woman has demonstrated her adaptability in the business world. Entering the office of the Griffin Flooring Company of Worcester as a stenographer, she was eventually promoted to a position of executive responsibility and in 1925 purchased the controlling interest in the concern, of which she has since been treasurer and general manager. She was born in Natick, Massachusetts, August 8, 1884, and acquired a high school education. In 1902, at the age of eighteen, she obtained employment as a stenographer with the firm of Roberts & Mitchell, patent attorneys, for whom she worked for five years. On the expiration of that period she entered upon what has proved a permanent association with the Griffin Flooring Company of Worcester, wholesalers and retailers of hardwood flooring. Her diligence, her pronounced ability and thorough understanding of the business recommended her for the place of assistant treasurer of the company in 1915 and a decade later she purchased three-fourths of the stock, J. C. Powers taking the other fourth interest. The latter is president of the concern, with Miss Daniher as treasurer and general manager. The business under her capable control has shown a steady growth and is now capitalized for thirty-five thousand dollars. The Griffin Flooring Company are hardwood flooring specialists, having devoted their entire time for more than twenty years to this one branch of the

lumber business. Their "Rockwood" flooring is used in high class residence construction or when new floors are desired; "Rockwood Jr." is used over present floors if fairly even, thus avoiding the trouble and expense of taking up the present floors. Their orders come from the best class of manufacturers and contractors and have annually increased in volume because of the excellent quality of their product.

Miss Daniher has membership in the Chamber of Commerce and well deserves recognition in a work of this character as one of the successful business women and representative native daughters of the Bay State. She devotes her leisure hours to the study of music and has gained many warm friends in her social contacts.

ORRA L. STONE

Orra L. Stone, the son of a Civil war veteran, and a member of the Massachusetts bar, was born at Worcester, Massachusetts, May 27, 1873, his father, Louis L. Stone, and his mother, Josephine A. (Cheney) Stone, both being members of families that have long been domiciled in Massachusetts, the colonial ancestry of each extending back to the early settlements at Watertown. Mr. Stone's preliminary education was obtained in the public schools of Clinton, and he was graduated from the high school in that town in the class of 1890, and immediately entered the field of journalism, joining the reportorial staff of the Worcester Daily Spy, in October of that year, his daily assignments covering every field of newspaper reporting, thus bringing him into active touch with all ramifications of business, political and social conditions.

Of a literary turn of mind, and of an observant nature, as well as possessing an ability to express himself, even at that early age in life, in clear, concise and direct English, Mr. Stone made his mark as a reporter, and his success was recognized by veterans of the press, who watched his progress with sympathetic interest and appreciation. In 1893, at the age of twenty, he became the local editor of the Clinton Daily Item, and for the next five years he filled this position in such a way as to contribute greatly to the power and influence of the newspaper, following in all respects the best traditions of Massachusetts journalism. While acting as the court reporter of the Spy he cherished the idea of studying law, and, in September 1898, he resigned his position as local editor of the Item and entered Boston University School of Law, where the fund of practical experience and of general knowledge, acquired during eight years of journalism, together with the power of forensic phrase and a broad fundamental equipment of life and affairs, enabled him to distinguish himself as a student and to receive, as a member of the class of 1901, the degree of Bachelor of Laws, cum laude. In September, of that year, he was admitted to the Massachusetts Bar and immediately became a member of the law firm of Buttrick & Stone, this partnership

being maintained to the present time. In 1904 Mr. Stone was appointed, by Governor Bates, to the office of clerk of the second district court of Eastern Worcester, and, in 1909 he was re-appointed, for a second term of five years, by the later Governor Draper. He was also appointed, in 1904, by the justice of the second district court of Eastern Worcester, as probation officer, and held the two offices until November, 1913, when he resigned to become private secretary to Hon. Calvin D. Paige, member of the United States house of representatives, from the third Massachusetts congressional district, in which position Mr. Stone was enabled to gain a vivid insight into world politics as well as a first-hand acquaintance with a page of American social and political history in the making, during the trying days preceding the entry of this country into the World war. In March, 1917, he resigned his congressional secretaryship to become membership secretary of the Associated Industries of Massachusetts, later serving as legislative secretary of that organization, and, in December, 1918, being appointed general manager of the association, which position he still holds. Upon his return from Washington, D. C., Mr. Stone enlisted in the Massachusetts State Guard, and served with the colors of this military unit through 1917-18, and was about to be called into the service of the United States forces when the armistice was declared, his name having been drawn for active participation in the war, his service to commence at the end of November, 1918.

A republican in politics, and widely known for his unswerving loyalty to the candidates and principles of that party, Mr. Stone was continuously occupied with political committees and activities from 1901 to the end of 1921, attending many political conventions and conferences; taking a leading part in discussions affecting the welfare of the republican party in Massachusetts, and successively managing the successful congressional campaigns of Hon. Charles Q. Tirrell, Hon. William H. Wilder, and Hon. Calvin D. Paige, from 1901 to 1917, as well as occupying a prominent part as a member of executive staffs during the two lieutenant governorship campaigns of Hon. Curtis Guild, and of the gubernatorial campaign of Hon. Eben S. Draper, as well as assisting in the successful campaign of Hon. Frank H. Foss, for congress, while in 1912 he was elected a member of the republican state committee, representing the second Worcester senatorial district.

From 1901 to 1912 he was secretary of the fourth Massachusetts congressional republican district committee, and from 1913 to 1917 he was chairman of the third Massachusetts congressional republican district committee. In 1918 he was chosen as chairman of the school committee of Clinton, and served in that capacity until 1921.

In all of these positions Mr. Stone rendered distinguished service to his party, his talent for organization nowhere displaying itself to greater advantage than in the tactful work of welding together into a harmonious whole divergent political elements within the ranks. Few men have politics at their fingers' ends better than he, and while his business life prevents him from holding public office, his analytical mind, organizing methods, and

vigorous pen make his influence felt in the political affairs of his state and party.

Mr. Stone's activities in fraternal and social organizations have been many. At various times he held the office of commander of Lieutenant A. L. Fuller Camp 19, Sons of Union Veterans, and in 1902-03 he served as commander of the Massachusetts Division, Sons of Union Veterans, and during this period was responsible for a net increase in its membership of more than twelve hundred men—the largest total ever reached in a comparable period of time. Mr. Stone also belongs to Trinity Lodge, A. F. & A. M., of Clinton, and Clinton Royal Arch Chapter, Clinton Lodge, I. O. O. F.; Clinton Lodge, K. P.; and Clinton Lodge, B. P. O. E.

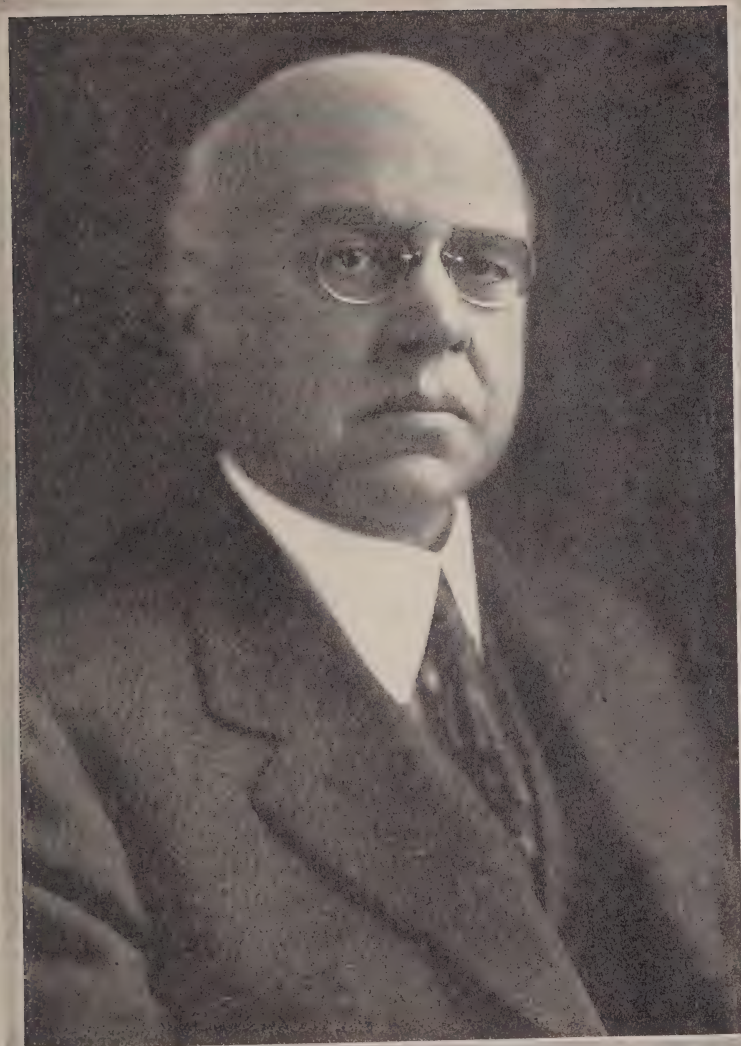
During his law school days he was elected to the Greek letter fraternities of Sigma Alpha Epsilon, and Phi Delta Phi, becoming eminent archon of the former group, and he is still active in the Beta Upsilon Chapter of that society. For many years he was president and treasurer of the Lambsdec Club of Clinton, and is a member of the Prescott Club of his home town. He has long been active in the affairs of the First Unitarian church, of Clinton, and in 1912-13 was president of the Worcester County Conference of Unitarian Churches.

His successful administration of the activities of the Associated Industries of Massachusetts, which, under his executive management, has grown from one hundred fifty to nearly fifteen hundred manufacturing enterprises, attests his ability as an organizer.

EDGAR J. RICH

Edgar J. Rich, of Boston, engaged in the general practice of law and general counsel for the Associated Industries of Massachusetts, is a native son, his birth having occurred in Milton, Massachusetts, July 22, 1864, his parents being Adoniram Judson and Harriet (Allan) Rich. He became a Harvard student, completing his literary course in 1887, when the Bachelor of Arts degree was conferred upon him, and then taking up preparation for a professional career in the Harvard Law School, winning his LL. B. and A. M. degrees in 1891. The same year he entered upon the general practice of law and in 1892 became counsel for the Boston & Maine Railroad, so continuing until 1916. He has been connected in large measure with corporation law and became general counsel for the Associated Industries of Massachusetts. In 1908 he was appointed lecturer on transportation to the Harvard Graduate School of Business Administration. The Suncook Valley Railroad numbers him among its directors and he is a trustee of the Winchester Savings Bank. In the field of public activity he has also done important service as moderator of the town meeting of Winchester, as a member of the school committee and as a trustee of the public library.

Mr. Rich was married at Fall River, Massachusetts, November 23,



EDGAR J. RICH

1893, to Mary Louise Aldrich. They attend the Unitarian church and Mr. Rich is well known in club circles, having membership in the Twentieth Century, the Appalachian Mountain and the Union Clubs of Boston, the Winchester Country Club and the Cosmos Club of Washington.

H. LORING JENKINS

H. Loring Jenkins, treasurer and manager of the George O. Jenkins Company of Bridgewater, is identified with a business that was established in 1896 and which has become one of the largest of the kind in the world. The company manufactures leather board used in making shoes and the business has been developed along the most progressive and scientific lines.

H. Loring Jenkins was born in Whitman, Massachusetts, in 1890, a son of George O. and Abbie (Bates) Jenkins. The father, in 1896, began the manufacture of leather board in a small way but steadily developed the business until its ramifying trade relations covered a broad territory. He remained at the head of this concern until he retired a short time prior to his death and his brother, Hiram H. Jenkins, was associated with him in the conduct of the enterprise for a number of years.

After completing a course in the Whitman high school H. Loring Jenkins entered Thayer Academy and later became a student in the Worcester Polytechnic Institute. In 1909 he joined his father in order to learn the business of leather board manufacturing and closely applied himself to the mastery of every phase of the work. He had developed his skill and efficiency to a point that enabled him to take charge of the business in 1912 and following his father's retirement in 1916 the business was incorporated. H. Loring Jenkins became treasurer and manager, with his brother, George O. Jenkins, Jr., as vice president and active in charge of sales. Under the wise guidance of the father and his sons, who have proven his able successors, the enterprise has been developed until it is the largest in the United States, making shipments to nineteen foreign countries. Their specialty is leather board used in the manufacture of shoes and they are developing new types of fibre board to be put on the market. The company maintains a splendid research department which is thoroughly modern in its purpose and in its work, and thus at all times the enterprise is thoroughly up-to-date in the methods of manufacture and the care of the product. In addition to his other interests H. Loring Jenkins is a director of the Bridgewater Trust Company, is a trustee and member of the board of investment of that company and is a director of the Abington Mutual Fire Insurance Company.

In 1912 Mr. Jenkins was married to Miss Etta Lane, a daughter of Walter and Mary (White) Lane, the former a leading contractor of

Brockton, Massachusetts, where Mrs. Jenkins was born. By her marriage she has become the mother of two children, Jean and Phillip.

Fraternally Mr. Jenkins is a Mason, having membership in both the York and Scottish Rites. He also belongs to the Commercial Club of Brockton and the Middlesex Club of Boston, and that he is keenly interested in matters of progressive citizenship is indicated in his connection with the Rotary Club of Boston. He is one of three who rebuilt the water system in Bridgewater, spending over a quarter million dollars on the project, and he has served in other city offices, the duties of which he has discharged with marked capability and fidelity. Progress has actuated him at every point in his career, whether in connection with business or public affairs, and his worth as a manufacturer and a citizen is widely acknowledged.

GEORGE O. JENKINS, JR.

George O. Jenkins, Jr., vice president of the George O. Jenkins Company of Bridgewater, was born in Whitman, Massachusetts, in 1901 and there pursued his education until he had passed through consecutive grades and completed the high school course. He later became a student in the College of Business Administration of Boston University and in 1922 he became connected with the George O. Jenkins Company, which had been established by his father more than a quarter of a century before. Close application has given him intimate knowledge of the business and as vice president of the company since 1925 he has been in charge of sales.

In 1925 Mr. Jenkins was married to Miss Marcia Godfrey, a native of Cannondale, Connecticut. Holding to the high tenets of Masonry, he has membership in the York Rite bodies and the Mystic Shrine. He is also a member of the Plymouth County Young Men's Christian Association.

ARTHUR W. MOORE

Arthur W. Moore, president and treasurer of the Shawmut Waxed Paper Company, with plant on Railroad Street in Holliston, has expressed the pioneer spirit in that he has produced waxed papers hitherto unknown to the trade and has met a public demand in this regard. Initiative and enterprise have characterized his career and success has attended his efforts. Mr. Moore was born on Washington street in Boston, April 20, 1873, a son of Hobart and Ellen (Burleigh) Moore, the former a military instructor in the public schools of Boston. The son obtained a public school education and before leaving high school began work. He was

more than successful in his ambition to become self-supporting. His first venture was with a small printing press in the execution of job printing and a little later he organized a lithographing company and profitably conducted that business until he resigned from the presidency, having already accumulated a considerable fortune, although only twenty-three years of age. In 1890 he had begun the manufacture of waxed paper, both plain and printed, and through the succeeding years he has built up an unusually successful business, now located in Holliston. Mr. Moore has never had the desire to enlarge the factory beyond a comfortable one-man business, and is recognized as a leader in this industry. He confines his activities almost entirely to his business, although on several occasions he has been instrumental in reorganizing and assisting other companies and placing them upon a substantial basis, doing this, however, more in the spirit of helping others rather than for profit.

In June, 1896, Mr. Moore was united in marriage to Miss Cora L. Felton, of Boston. They are the parents of a daughter, Dorothy, the wife of George N. Lovatt, vice president and general manager of the Shawmut Waxed Paper Company.

Mr. Moore is a member of the Unitarian church and gives his political allegiance to the republican party. He belongs to the American Paper & Pulp Association, American Waxed Paper Association, Chamber of Commerce, Associated Industries, Trade Association Club, etc. His entire career has been marked by steady progress, exemplifying an immediate and wise use of opportunities that have been presented, and as the years have passed he has gained the substantial rewards of his labors and has the satisfaction of knowing that he has used his time and talents wisely and well in trade circles.

CLARENCE CRAVEN COULTER

For more than four decades Clarence Craven Coulter has been identified with the printing business and is now president of the W. J. Coulter Press, Inc., owners of an extensive book and job printing establishment at Clinton. He was born in that city, June 1, 1868, a son of William James and Selina (Craven) Coulter. The father was a Civil war veteran who entered the service as a private and rose to the rank of first lieutenant. He participated in the battles of Bull Run, Antietam, Gettysburg, Cold Harbor and Petersburg, where he was captured, after which he spent nine months in a southern prison. Following his military service he returned to Clinton, where he purchased a newspaper called the Courant, having previously worked for the publishers of this paper before entering the army, and he continued its publication until 1914, when the business was incorporated under the name of the W. J. Coulter Press. Mr. Coulter passed away January 1, 1922.

His son, Clarence C. Coulter, attended the grammar and high schools

of Clinton and in 1886 entered his father's establishment to learn the printing business. He mastered every phase of the work, advancing steadily through merit to the position of manager. In 1893 he and his father began the publication of the Clinton Item, a daily paper, which is still issued by the W. J. Coulter Press, Inc., and in addition they handle a large amount of general printing. They have a fully equipped plant with modern presses and auxiliary machinery, enabling them to turn out high-grade printed matter in both book and job lines. Upon his father's death Clarence C. Coulter took over the active control of the business and is now president and treasurer of the company. The business was started in a basement room of the old Clinton Hotel but today the company is located in a three-story building of good size and utilizes the entire space. In 1899 Miss Annie M. Coulter became associated with the business and is now assistant treasurer and clerk of the corporation. It was in December, 1914, that the business was incorporated under the name of the W. J. Coulter Press, Inc. Mr. Coulter is a member of the Association of New England Daily Newspapers, and the Massachusetts Press Association.

In October, 1897, in Clinton, Mr. Coulter was married to Miss Mabel Houghton Walker. Their son, Craven Houghton, born November 24, 1900, attended the Clinton public schools, the Holderness preparatory school, and Dartmouth College, from which he was graduated in 1923 with the Bachelor of Arts degree. He married Miss Barbara Goddard, of Winchester, and is associated with his father in business.

C. C. Coulter is a member of the Sons of Veterans and secretary of Camp No. 19. He also belongs to Trinity Lodge, F. & A. M., to the York Rite bodies of Masonry and to Aleppo Temple of the Mystic Shrine. He is a member of the Prescott Club, the Runaway Brook Golf Club, the Chamber of Commerce and the Clinton Rotary Club. He is interested in community affairs and his support of public projects of worth marks him as one of the most progressive and substantial citizens of Clinton.

AMERICAN STAY COMPANY

In 1898 the Union Welting Company was incorporated, with Frank W. Merrick as president, and Clarence S. Luitwieler as treasurer, they owning all the stock, and upon the death in 1906 of J. G. McCarter, who had founded the business of the J. G. McCarter Company, in 1888, the assets of that concern were purchased by the Union Welting Company and the American Stay Company was organized, the original capital of the latter enterprise being fixed at \$150,000, of which \$91,200 was issued. Later this was increased to \$300,000.

Upon the merger of the two plants, land was purchased on the East Boston water-front, adjacent to the Bethlehem Shipbuilding plant, and close to the present Boston airport, where the largest factory in the United States engaged in manufacturing shoe trimmings was built. The



AMERICAN STAY COMPANY

original products were shoe welting and trimmings and automobile trimmings, all the machinery for the manufacture of these lines being designed by Mr. Merrick. A small machine shop was added to the plant, and during the World War this was enlarged and an organization was perfected for the designing and building of special machines requiring great accuracy and high-grade craftsmanship.

At the present time 32,000 square feet of floor space are utilized, and 100 operatives are employed.

Mr. Merrick is one of the pioneers in the shoe machinery field, and many of his more than one hundred patents now in successful operation, have revolutionized shoe making methods.

For nearly fifty years Mr. Luitwieler has been identified with the shoe industry. In 1893 he spent a year in England establishing needle plants for the Torrington Company and operated five distributing stores for that company over a period of twenty-five years. Later he became assistant general manager of the New Home Sewing Machine Company of Orange, resigning that position to organize the American Stay Company. Messrs. Merrick and Luitwieler have been associated in business continuously for thirty-nine years. Frank W. Merrick is president; Clarence J. Luitwieler, treasurer, and E. B. Luitwieler, general manager.

In 1898 H. E. Locke & Co., Inc., was established, and in 1917 the concern was incorporated, with a capital of \$300,000. Sewing threads have constituted the company's products since its inception and 125 operatives are employed.

H. E. Locke is president; C. A. Kendrick, treasurer; J. E. Cambria, vice president; E. P. Turney, secretary, and D. B. Beers, factory manager.

FRANK WOODWARD MERRICK

Frank Woodward Merrick, president of the American Stay Company, with office and plant at 299 Marginal street in East Boston, was born at Newbury, Massachusetts, June 1, 1856, a son of Dwight L. and Mary A. Merrick. He supplemented his public school education by study in Harvard College as a member of the class of 1880 and on leaving school turned his attention to the machinist's trade. In this field he has made steady progress. His ingenuity has been manifest in the production of various valuable inventions, and he has secured many patents on inventions which are now in daily use. In 1906 when the American Stay Company was organized he became the president, and through the intervening period, covering almost a quarter of a century, that company has developed a business of gratifying proportions, the trade relations of the house extending over a wide territory. Necessity for improvement in any line sets Mr. Merrick to work to study out methods whereby the desired results can be obtained and thus it is that he has brought forth many new de-

vices of great value. He is now president and director of the Union Lock-Stitch Company and also of the Union Welding Company.

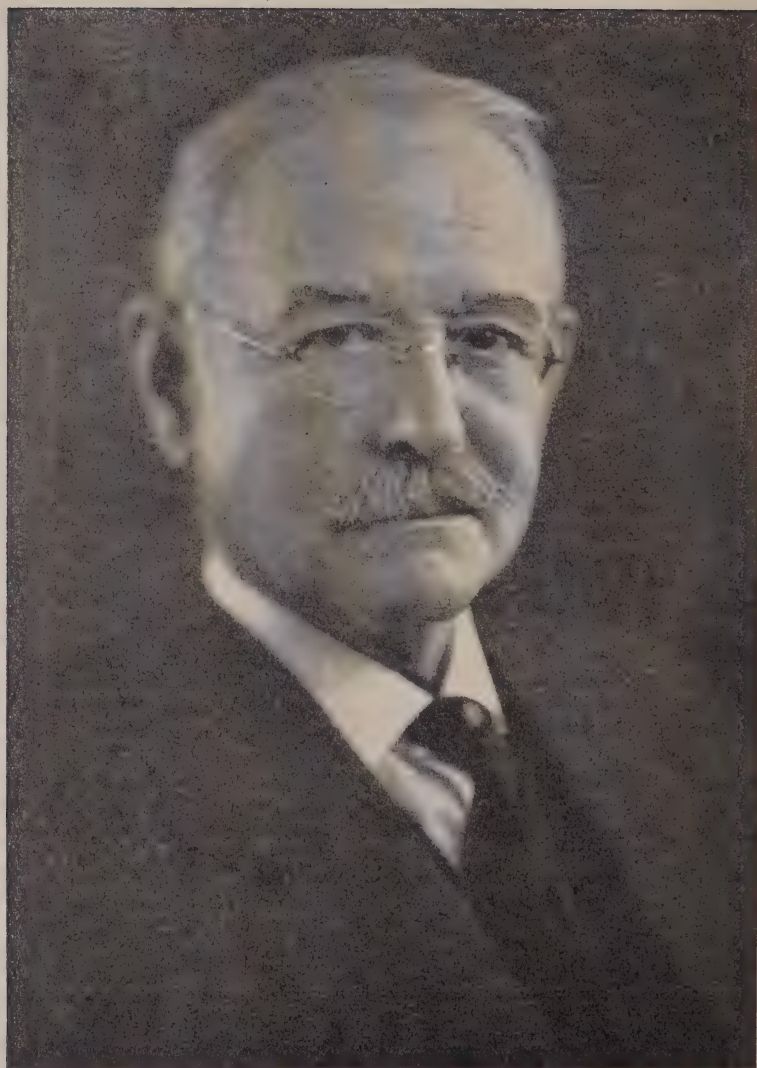
Mr. Merrick was married at Haverhill, Massachusetts, April 17, 1884, to Abigail H. Russell, a native of Guysborough, Nova Scotia. Fraternally he is a Mason who loyally follows the teachings and purposes of the craft, and the nature and breadth of his interests is further indicated in the fact that he has membership in the Boston City Club, the Republican Club of Massachusetts, the Boston Chamber of Commerce and the Dorchester Board of Trade, while of the United Improvement Association he is now treasurer. His interests cover a wide scope and his activities are always directed in constructive channels.

CLARENCE SEWARD LUITWIELER

Clarence Seward Luitwieler, treasurer of the American Stay Company of East Boston, his identification with the business dating from its organization in 1906, was born in Rochester, New York, June 16, 1861, and is a son of James C. and Bertha A. (Andrews) Luitwieler. He acquired his education in the public schools and in early manhood took up the profession of teaching but turned from that field to become a bookkeeper, and his progress in the commercial world is indicated in the fact that in 1881, when twenty years of age, he was chosen treasurer of the S. M. Supplies Company of Springfield, Massachusetts. He has always made wise use of his time, talents and opportunities and his business advancement is the direct result of close application and intelligently directed effort. In 1906 he became treasurer of the American Stay Company, having a large and well equipped plant in East Boston, but this is only one phase of his business activity, his cooperation proving a valuable force in the successful conduct of various business interests. He is now the treasurer of the Union Lock-Stitch Company, treasurer of the Union Welding Company, a director of the Pantex Pressing Machine, Inc., a director of the Associated Industries of Massachusetts, president of the Newton South Co-operative Bank and a trustee of the Newton Center Savings Bank.

At Springfield, Massachusetts, on the 14th of January, 1885, Mr. Luitwieler married Lucy B. Billings and their children are: Helen; Edward B., who married Gertrude Crocker and has three children and Clarence S., Jr., who married Sara Louise Holcomb.

Mr. Luitwieler attends the Newton Highlands Congregational church. His interest in community welfare has been manifest in many tangible and helpful ways. He served as a member of the Newton school board from 1898 until 1902 and appreciation of his public spirit came to him in his election to the Massachusetts legislature in 1925, his term to continue until 1930. He has always been a stalwart republican but in public office ever places the general good before partisanship. He belongs to the Republican Club, the Boston City Club and the Middlesex Club, and because



FRANK W. MERRICK



CLARENCE S. LUITWIELER

of his interest in high ideals of business and in effective service for the general good he has become a member of the Boston Chamber of Commerce and of the United States Chamber of Commerce. Fraternally he is affiliated with the Masonic order.

BOSTON INSULATED WIRE & CABLE COMPANY

This business was established in 1905. It was carried on for a short time under the name of Clark Insulation Company and the president of the company was Henry A. Clark, who was one of the first manufacturers of insulated wire in this country. Mr. Clark was proprietor of the Eastern Electric Cable Company in Roxbury for about twenty years up to 1904. "Clark wire" was well and favorably known in this part of the country.

In 1906 the name of the company was changed to Boston Insulated Wire & Cable Company with Harry B. Burley as treasurer and manager. Until 1909 the manufacturing was carried on in a rented factory on Freeport street, Dorchester. The business prospered and in 1909 a factory of first class construction with floor space about fifty thousand square feet was built on Bay street near the Savin Hill station and adjoining the New York, New Haven & Hartford Railroad and with a spur track into the factory yard. In 1911 a branch factory was established at Hamilton, Ontario, to serve customers in Canada. In 1918 this branch became a separate corporation. During 1920-24 extensive additions were made to the Dorchester factory as built in 1909.

The product is rubber insulated wires and cables in nearly all sizes and every type except wire covered with lead sheath. This includes Code Standard wires used for lighting and power in buildings, railway signal wires, special flexible wires, elevator electric traveling cables, fixture wires, lamp cords, also large quantities of automobile wires, furnishing the wire for many of the leading makes of cars.

The business has steadily grown. The products are well known and are regarded as of excellent quality. H. B. Burley has been president, treasurer and manager, and H. E. Rooney has been superintendent of the manufacturing.

HARRY B. BURLEY

Harry B. Burley, president and treasurer of the Boston Insulated Wire & Cable Company, was born in Epping, New Hampshire, May 26, 1867, and is a son of Joseph C. and Sarah (Haley) Burley. He acquired his education in the public schools of his native town and then spent two years at Dartmouth College, and later was for four years at the Massachusetts Institute of Technology, completing the course in civil engineering in 1890.

In the same year he became city engineer at Nashua, New Hampshire, and continuously filled the position until 1893, when he went with the inspection department of the Factory Mutual Fire Insurance Companies, as engineer and inspector until 1905, serving under John R. Freeman. In that year he became associated with the Boston Insulated Wire & Cable Company, with offices and plant in Dorchester, and since 1906 has been president and treasurer of this corporation, which is engaged in the manufacture of insulated wire and furnishes employment to one hundred and seventy-five persons. The steady and substantial growth of the enterprise is attributable almost entirely to Mr. Burley's ability as an organizer and business executive. Today the business of the company covers the entire United States and since 1911 the business has been carried on in Canada with a branch factory at Hamilton, Ontario.

In April, 1901, Mr. Burley was married to Miss Louise Wells, of Lansing, Michigan, whose father was a well known manufacturer of ash boat oars. Mr. and Mrs. Burley have three sons: Joseph C., who was graduated from the Massachusetts Institute of Technology and is secretary of the Boston Insulated Wire & Cable Company; Robert M., and Harry B., Jr. The family resides at 586 Newton street. The parents have membership in the Unitarian church and Mr. Burley belongs to the University Club, while along strictly professional lines he has connection with the Boston Society of Civil Engineers and the American Society of Civil Engineers.

PAUL BEAGARY MORGAN

Worcester may well point with pride to the record of Paul Beagary Morgan, a native son who has attained a position of leadership in industrial, financial and civic circles. In the manufacturing field he occupies a place of distinction as president of the Morgan Construction Company of Worcester, builders of heavy rolling mill equipment, with which corporation he has been continuously identified for nearly four decades, succeeding his father as its executive head when the latter passed away in 1911. He was born May 7, 1869, a son of Charles Hill and Rebecca Ann (Beagary) Morgan. His father was the founder of the business of the Morgan Construction Company and was a trustee and patron of the Worcester Polytechnic Institute from its founding in 1865 until his death.

Paul B. Morgan enjoyed excellent educational advantages in his youth. Following his graduation from Worcester Academy in 1887, he entered the Worcester Polytechnic Institute, which conferred upon him the degree of Bachelor of Science in 1890. During the year 1891 he was a student in the Royal School of Mines in Stockholm, Sweden. He has been president of the board of trustees of Worcester Academy since 1910, has been a trustee of the Worcester Polytechnic Institute since 1920 and on the 14th of June, 1929, received the honorary degree of Doctor of Engineering from the latter institution.

As above indicated, Mr. Morgan has been connected with the Morgan Construction Company from the beginning of his business career in 1891, serving successively as metallurgical engineer, secretary, assistant treasurer, treasurer and president. The story of this mammoth industrial enterprise appeared in "Industry" of January 21, 1928, and a quotation therefrom is not inappropriate here: "Nearly forty years ago, the late Charles Hill Morgan, then general superintendent of Washburn & Moen Manufacturing Company, began to form plans for the establishment of an industry new to Worcester. Gradually, a small group of able men was brought together and their talent was focused upon the improvement and development of machinery for the hot rolling of certain steel products and the cold drawing of wire. In 1891, thirty-seven years ago, Morgan Construction Company was incorporated, housed in a few rooms and employing a small force of engineers and machinists. From this modest beginning the operations of the company have expanded until now several factory plants are required and the working force exceeds eight hundred, all of this due to the constant, untiring and cooperative effort of eminent engineers, competent workmen and careful administration, to present a product far superior to any other." Continuous mills for the efficient production of rolled steel products, continuous wire drawing machines, producer-gas machines and Isley controls and reversing valves for open hearth furnaces of Morgan design and manufacture are employed by the principal steel companies in the United States and other parts of the world.

Notwithstanding his onerous duties in control of the extensive industry which bears his name, Mr. Morgan's cooperation has been an effective factor in the successful management of various other interests. He was at one time president of the Heald Machine Company of Worcester and until recently was president of the Worcester Gas Light Company, and he also occupied the presidency of the Morgan Spring Company until its merger, in 1919, in the Wickwire-Spencer Steel Corporation. As a member of the board of directors he is likewise identified with the Graton & Knight Manufacturing Company, the Worcester Bank & Trust Company, the State Mutual Life Assurance Company, the Worcester Morris Plan Bank, and the Worcester Manufacturers' Mutual Fire Insurance Company. Moreover, he is a trustee of the People's Savings Bank, the Worcester Art Museum, Memorial Hospital, and the Young Men's Christian Association and is head of various welfare organizations. From 1904 until 1907 he was president of the Worcester County Musical Association. He has membership in the American Society of Mechanical Engineers and the American Iron and Steel Institute and also belongs to the Engineers Club of New York, the Petersham Country Club, the Tatnuck Country Club, and the Worcester Club, having been president of the last named. Politically he is a republican, and in religious faith an Episcopalian. His activities have touched life at many points and he is a strong member of the community in which he lives, enjoying the respect that is ever accorded the individual whose achievements have re-

sulted from concentrated effort, directed into those channels which benefit humanity.

On the 15th of June, 1893, Mr. Morgan was united in marriage to Lessie L. Maynard, of Worcester, and they are the parents of four sons and a daughter. Philip Maynard Morgan, the eldest of the family, was born April 13, 1896, and pursued his education in the Bancroft School of Worcester, Massachusetts, in Worcester Academy and in Harvard University, from which he was graduated with the class of 1918. His military record covers service as corporal of Field Artillery in the One Hundred and First Regiment and his business connection is that of treasurer of the Morgan Construction Company. He married Marjorie Burr Shepard, of New York city, and has two children, Paul and Peter. Charles Hill Morgan (II), who was born September 19, 1902, attended the Bancroft School of Worcester, the Fessenden School of West Newton, Massachusetts, and Hotchkiss School of Salisbury, Connecticut, and Harvard University, being graduated from the last named institution in 1924. The degrees of Bachelor of Arts, Master of Arts and Doctor of Philosophy have been conferred upon him and after pursuing a course in the American School for Classical Study in Athens, Greece, is now teaching at Bryn Mawr College. On the 28th of September, 1928, he married Janet Barton. Paul B. Morgan, Jr., born June 11, 1904, acquired his education in the Bancroft School, the Fessenden School, the Hotchkiss School, Harvard University and the Worcester Polytechnic Institute, attending the two last named for two years each. He is now assistant purchasing agent with the Morgan Construction Company. Vincent Morgan, whose birth occurred February 2, 1906, has studied in the Bancroft School, the Fessenden School, the Hotchkiss School, Harvard University and the New England Conservatory of Music in Boston and will go to Paris for further work in music. He married Miss Katherine Clark, of Worcester, June 22, 1929. Elizabeth Morgan, whose natal day was July 2, 1909, was educated in the Bancroft School and in St. Timothy's School for Girls at Catonsville, Maryland. She married Kenneth D. Robertson, January 2, 1930, and lives at Hewlett, Long Island.

WILLIAM H. LANE

William H. Lane, president and treasurer of the Standard Pyroxoloid Corporation of Leominster, entered upon his present duties as chief executive of this organization in January, 1927, and in the control of the business has built up an enterprise of large proportions. A modern philosopher has said "an institution is but the lengthened shadow of a man," and thus it is that the extensive plant of the Standard Pyroxoloid Corporation is the visible evidence of the marked enterprise, progressiveness and high business ideals of Mr. Lane. Not only do his business interests center in Leominster but the city is also the place of his birth. He was born January



William H. Lane

24, 1884, and is a son of Patrick F. and Ellen (Collins) Lane, the former a native of Ireland and the latter of Boston. The father was a pioneer manufacturer of machinery used in the horn and hoof industry, and later with the introduction of celluloid as a commercial product he became active in connection with that industry also.

After attending high school William H. Lane received a commercial training in the Bryant & Stratton Business College and then entered the employ of the Paton Manufacturing Company, manufacturers of celluloid sheets. For two years he was in the office, after which he joined his father, who was manufacturing hairpins out of hoofs. A year later William H. Lane and J. P. Legere purchased the father's business and began the manufacture of celluloid hair ornaments and novelties, the partnership continuing until 1924 under the name of the Standard Comb Company. At that date they incorporated under the name of the Standard Pyroxoloid Corporation, with Mr. Legere as president and Mr. Lane as treasurer. In January, 1927, the latter purchased his partner's interest and has since been president and treasurer. His is one of the few enterprises of the country devoted to the manufacture of sheet celluloid, for which he has adopted the trade name of Pyroxoloid. In addition to making this for use in the articles which he manufactures he supplies a great many novelty manufacturers with the material. Marked indeed has been the development of the business which was started as the Standard Comb Company with a capital of two hundred and eighty dollars. Today Mr. Lane is at the head of a business capitalized for eight hundred thousand dollars, has a plant covering several acres and employs five hundred men and women. From time to time additions are made to the plant and more help secured in order to meet the increasing demands of the trade. Year by year, under the wise and careful management of the president, the business is developing and Mr. Lane is recognized as a strong and forceful factor in manufacturing circles. He carefully considers every business problem presented for solution and readily discriminates between the essential and the non-essential in everything that has to do with the Standard Pyroxoloid Corporation. The splendid success of the enterprise is proof of his business ability, his executive force and his sound judgment. Mr. Lane, in addition to his connection with the Standard Pyroxoloid Corporation, is a director of the Leominster National Bank and elector of the Leominster Savings Bank.

On the 4th of June, 1912, in Danbury, Connecticut, Mr. Lane was married to Miss Clara L. Giard, of that city, and they have a son and a daughter: William H., Jr., a youth of fifteen, now attending the Leominster high school; and Mildred F., eight years of age, also in school.

The family are of the Roman Catholic faith. Mr. Lane belongs to the Knights of Columbus and the Benevolent and Protective Order of Elks, while along more strictly social lines his connection is with the Monoosnock Country Club and the Oak Hill Country Club. His interest in community affairs has been manifest in many tangible ways and he has done effective work for Leominster through two years' service as president of the

Chamber of Commerce. He was active in all the Liberty Loan drives during the World war and is never remiss in the duties of citizenship. He has always enjoyed athletics and finds his recreation in hunting, fishing and outdoor life.

FRANCIS ANDREW HOWARTH

With the manufacture of woolen goods in Oxford, Francis Andrew Howarth was long connected, having been here associated in business with his father for thirty years. He was born in Richmond, Virginia, September 4, 1849, a son of Andrew and Martha (Moorcroft) Howarth. His early youth was passed in Little Falls, New York, where he attended the public schools, and afterward he was a student in the Phillips Andover Academy. On completing his preparatory course he entered Brown University and was graduated therefrom with the class of 1872. His father was engaged in textile manufacturing in Worcester county and Francis A. Howarth became his associate in a partnership that was maintained for three decades. The business which they conducted is still in existence, being carried on by his son, Andrew P. Howarth.

At Hoboken, New Jersey, Francis A. Howarth was married to Miss Bertha A. Husy and they became the parents of a son, Andrew P., now the father's successor in business. Mr. Howarth was a member of the Commonwealth Club of Worcester and was widely and favorably known in his section of the state, where both as a business man and citizen he commanded the respect and good will of his fellowmen by reason of his sterling traits of character.

ANDREW P. HOWARTH

Among the industries centering in Worcester county is that conducted at Oxford by Andrew Howarth & Son, who enjoy a well merited reputation for the manufacture of quality goods, specializing in white flannels. Mr. Howarth was born May 12, 1874, in Northfield, Vermont, a son of Francis A. Howarth, of Richmond, Virginia. The father, who was a graduate of Andover Academy and Brown University, established his home in Northfield, Vermont. The son later studied in Worcester Academy and in Andover Academy. He was eighteen years old when he started out in the business world by entering his father's woolen mill in order to acquaint himself with every phase of the industry. He progressed through the various departments, gaining an intimate and thorough knowledge of the operations of the plant and the management of the enterprise. His father passed away in 1927 and Andrew P. Howarth is now owner of the business. The mill is equipped with modern ma-

chinery and is devoted to the manufacture of white flannels and blankets. Employment is given to seventy-five operatives and the company's reputation for quality goods is an enviable one, so that there is no difficulty in disposing of the output of the plant.

In 1887 Mr. Howarth was married in Oxford to Miss Sarah Johnstone Rhodes and they have two sons: Andrew J., who is a graduate of Andover Academy, Dartmouth College and the Philadelphia Textile School; and Francis G., who completed a course in Worcester Academy and is also one of the alumni of Brown University.

Mr. Howarth has attained high rank in Masonic circles, belonging to the York and Scottish Rite bodies, to the grotto and to Aleppo Temple of the Mystic Shrine. He is a past master of Oxford Lodge, F. and A. M., and past district deputy of the Grand Lodge. Along social lines he is connected with the Shelter Harbor Country Club and the Worcester City Club. Many of his leisure hours are devoted to gardening and the growing of choice varieties of roses is his hobby. His is a well rounded development, showing the wise use of his time and opportunities, and Oxford numbers him among her leading business men and valued citizens.

MATTHEW PERCIVAL WHITTALL

Matthew Percival Whittall is a prominent representative of industrial interests in the Bay state as president, treasurer and general manager of Whittall Associates, an extensive carpet manufacturing enterprise of Worcester, with which he has been continuously identified for nearly a third of a century. He is a native of Worcester, Massachusetts, born July 6, 1874, and a son of Matthew John and Ellen (Paget) Whittall. He acquired his preliminary education in the Dalzell school and continued his studies in the Worcester Polytechnic Institute, from which he was graduated in 1896, while two years later he completed a course in Harvard University. Following his graduation from college he entered the carpet manufacturing establishment of his father and as time passed he thoroughly acquainted himself with every phase of the business. He was most efficiently discharging the important duties of general manager and assistant treasurer when his father passed away in 1922, and during the past eight years he has been president, treasurer and general manager of the business, which has steadily expanded under his capable control. His cooperation has been sought in the successful conduct of other important corporate interests and he is now vice president of the G. F. Wright Steel & Wire Company, a director of the Worcester Bank & Trust Company, trustee of the Peoples Savings Bank and a director of the Worcester Manufacturers Mutual Fire Insurance Company.

On the 20th of February, 1900, Mr. Whittall was united in marriage to Betsy Whitin, a native of Grafton, Massachusetts, and a daughter of George M. and Julia Fuller (Wesson) Whitin. They are the parents of

three sons and a daughter, namely: Matthew and James P., who are associated in business with their father; Betsey Heywood, of Hopedale, Massachusetts, and Matthew John (II).

Mr. Whittall is a Knight Templar Mason who has also attained the thirty-second degree of the Scottish Rite in the order and is a worthy exemplar of the teachings and purposes of the craft. As a citizen he is loyal, progressive and public-spirited and he measures up to high standards in every relation of life.

JOHN H. DODGE

When America entered the World war the government turned to every part of the country to mobilize not only men but machinery. It was then that Massachusetts played a most important part in the history of the United States, for her great productive industries were used in large part for supplying the manifold needs of the government. During that momentous period the factory of the Lowell Wrench Company of Worcester operated one hundred per cent in war work, during which time John H. Dodge was general manager and assistant treasurer, which dual position he still fills.

Mr. Dodge is a native of Westboro, Massachusetts, born December 7, 1880. He acquired his grammar school education at Paxton and at Sterling, Massachusetts, and afterward pursued a high school course in Worcester. He then turned to commercial interests and for eleven years was a salesman with a wholesale grocery company. In 1906, however, he became identified with the Lowell Wrench Company, of which he has now been a representative for almost a quarter of a century. Originally he managed the shipping and acquainted himself with the various phases of the business, closely studying the questions of operation and production, so that his increasing efficiency brought to him appointment as superintendent of the factory in 1910. In 1913 he was appointed general manager and assistant treasurer and so continues to serve, so that the operations of the plant are now conducted under his immediate guidance and supervision.

On the 2d of September, 1903, Mr. Dodge was united in marriage to Miss Helen Sinclair, of Worcester, and they are the parents of two daughters and two sons, named below. John S., who pursued his education in the North high school of Worcester, in Worcester Academy and in Wentworth Institute of Boston, subsequently spent two and one-half years in the service of the Ames Shovel & Tool Company and is now connected with the sales department of the Lowell Wrench Company. On the 7th of September, 1929, he married Miriam Wentworth, of Haverhill, Massachusetts. Helen is a graduate of the North high school of Worcester and of the Oberlin Kindergarten Training School at Oberlin,



JOHN H. DODGE

Ohio. Richard, a graduate of Riverside Military Association at Gainesville, Georgia, is the champion breast-stroke swimmer of New England. Elizabeth is a public school pupil. Mrs. Dodge is a member of the Woman's Club and of various church and charitable organizations and of the Young Women's Christian Association. Both Mr. and Mrs. Dodge hold membership in the Adams Square Congregational church and his membership connections include the Mechanics Association, the Economic Club, the Musical Festival Association and the Worcester Kiwanis Club, of which he is past president. All this is indicative of the nature of his interests and activities outside of business and he finds keen pleasure in out-of-door life.

RAY EMMERSON PALMER

Ray Emmerson Palmer is president of the A. G. Hildreth Company, engaged in the manufacture of overalls and shirts at Worcester, and the business has developed to substantial proportions. His connection therewith dates from 1914, and there is no phase of the trade with which he is not familiar, while sound judgment characterizes all of his opinions in the matter of directing the operations of the plant.

Mr. Palmer was born in Worcester, May 9, 1888, a son of Charles O. and Frances (Edit) Palmer. The father, who was a prominent contractor of the city, has passed away. Having mastered the elementary branches of learning, Ray E. Palmer continued his studies in the English high school, and his initial business experience was gained as a representative of the Singer Sewing Machine Company at South Bend, Indiana, where he remained for three years, there learning the machinist's trade and also taking a course in drafting at night schools. He was later with the Hobbs Manufacturing Company as a draftsman for two years and spent a similar period with the Morgan Construction Company, and each change that he made in his business life marked a forward step taken and the acquirement of broader experience in the field of activity to which he was directing his labors. In March, 1914, he became associated with the A. G. Hildreth Company, starting out to learn the business in the cutting room and afterward gaining additional experience in the shipping room, while eventually he was advanced to the superintendency of the plant. With the death of its founder, Mr. Hildreth, he became president of the company on the 20th of April, 1929. Excellent lines of overalls and shirts are made at the plant, and the output finds a ready sale in the market because of reasonable prices, skilled work and the progressive business methods of the officials of the company.

Mr. Palmer inaugurated his home life in his marriage on the 20th of June, 1914, to Miss Margaret Ina Hildreth, and they now have three children: Jeannette, who was born April 2, 1917; Donald, born January 20, 1920; and Francis, whose natal day was April 1, 1921.

Mr. and Mrs. Palmer are affiliated with the Old South Congregational church, and he is an equally loyal follower of the teachings of Masonry, belonging to Montague Lodge, F. & A. M., Eureka Chapter, R. A. M., Hiram Council, R. & S. M., Worcester County Commandery and to the Grotto. He is also a member of the Worcester Rotary Club. He is never too busy to be social and never too social to be busy, and through close application he has steadily advanced since entering manufacturing circles of Worcester, his creditable position being the direct outgrowth of his capability and worth.

RALPH M. FORBES

One of the leading manufacturing concerns of Worcester is conducted under the name of the A. G. Hildreth Company, of which Ralph M. Forbes is the treasurer. He has always lived in this state and represents the best traditions of its business life. He was born in Malden, Massachusetts, May 20, 1888, and a grammar school education qualified him for life's practical and responsible duties. On starting out for himself he was connected with the floral business in Worcester for ten years, and in 1918 he became associated with the A. G. Hildreth Company, being assigned to a position in the shipping department. He proved competent in that connection and afterward was advanced to the position of assistant treasurer, while, following the death of Mr. Hildreth, the founder and promoter of the business, he was elected treasurer of the company. His advancement has been well merited, being the logical result of his loyalty and efficiency.

In September, 1916, Mr. Forbes was married in Worcester to Miss Bessie A. Hildreth. He is a consistent follower of Masonic teachings and well known to his fellow members of Montague Lodge, F. & A. M., Eureka Chapter, R. A. M.; Hiram Council, R. & S. M., and Worcester County Commandery.

WILLIAM W. BROWN

In 1901 the Brown Beach Jacket Company was established at Hartford, Connecticut, and moved to Worcester a few months later, with its plant at 395 Chandler street. Through the intervening period, covering almost two decades, the business has here been continued and with its incorporation in 1921 William W. Brown became the president and treasurer, thus serving until his death. He was born in Worcester in 1858 and passed away March 29, 1929. While spending his youthful days in the home of his parents, Samuel and Harriet Brown, he attended the public schools and thus qualified for life's practical and responsible duties.

He entered business circles as a representative of the Walker & Brown Shoe Company and in 1900 organized the Brown Beach Jacket Company of Hartford, Connecticut, where he conducted the enterprise until its removal to Worcester, Massachusetts. Here the concern prospered and the trade grew year by year until in 1921 the business was incorporated with Mr. Brown as president and treasurer. He was a farsighted business man and a forceful, capable executive. Throughout his entire life whatever he undertook he accomplished, and his worth in commercial and manufacturing circles was widely acknowledged.

In 1882 Mr. Brown was married in Worcester to Miss Lena Fairbanks, and they became the parents of a son, Samuel W. Mr. Brown was affiliated with the First Universalist church. He held membership in the Commonwealth Club and the Rotary Club, and his social qualities made him popular in different organizations. He was active in Masonic affairs, belonging to Mantacute Lodge, F. & A. M., while later he became a charter member of Isaiah Thomas Lodge, of which he served as master in 1923-24. He joined Eureka Chapter, R. A. M., was a past illustrious master of Hiram Council, R. & S. M., in 1916 and was a representative to the Worcester Masonic, Charity and Educational Association. He was a past eminent commander of Worcester Commandery. All phases of Masonic work made strong appeal to Mr. Brown because the order is based upon a recognition of the brotherhood of man and the duties and obligations thereby imposed.

SAMUEL WALTER BROWN

Samuel Walter Brown has succeeded his father as head of Brown's Beach Jacket Company of Worcester, which is the only concern of its kind in the country, manufacturing special wool jackets and coats that are unexcelled for durability and for comfort in cold weather. He is a native son of Worcester, Massachusetts, born January 13, 1886, his parents being William W. and Lena (Fairbanks) Brown. After leaving high school here he pursued a course in the Philadelphia Textile School and then became associated in business with his father, who was the owner of Brown's Beach Jacket Company, being employed in the various departments until he had acquainted himself with every phase of the work in principle and detail. He was made superintendent of the plant in 1921, assumed official duties as vice president and treasurer in 1924 and on the death of his father, which occurred March 30, 1929, became president and treasurer of the company. Patents and copyrights make the business of Brown's Beach Jacket Company the only one of its kind in the United States. The jacket, which keeps the wearer warm and comfortable on the coldest days, is made of strong, windproof knit cloth with knit-in wool-fleece lining and is cut to fit snugly without binding. The

business has shown a steady and gratifying growth and the company is now capitalized for one hundred and twenty-five thousand dollars.

In September, 1912, Mr. Brown was united in marriage to Miss Marguerite Huhn, of Philadelphia, and they are the parents of two daughters, Marjorie E. and Mildred H., aged fifteen and eleven years respectively. Mr. Brown belongs to the Chamber of Commerce and the Rotary Club and is also a popular member of the Worcester Country Club. For recreation he turns to golf in the summer months, while his favorite winter sport is bowling. Fraternally he is affiliated with the various Masonic bodies, having taken the degrees of both the York and Scottish Rites and being a member of Aleppo Temple of the Mystic Shrine.

ARTHUR J. KNOTT

A comparatively recent addition to the business interests of Milford is the plant of the A. J. Knott Tool & Manufacturing Corporation, which was organized in 1923 and of which Arthur J. Knott is the president. He was born in West Shefford, Canada, December 15, 1888, and in his infancy was brought to Massachusetts by his parents, John R. and Susan Ella (Booth) Knott, who settled in Worcester. His educational opportunities were somewhat limited, for he started to work when a youth of fourteen years, first entering the employ of the Norton Emery Wheel Company of Worcester, while subsequently he was associated with the Boston Woven Hose & Rubber Company of Cambridge. Returning to Worcester, he became connected with the Heald Machine Company, makers of tools, and in September, 1914, removed to Natick, where he first worked as a tool maker and a year and a half later was appointed superintendent of the New England Pressed Steel Company, continuing in that business until 1922, when he started out independently by organizing the A. J. Knott Tool & Manufacturing Corporation. This was incorporated January 9, 1923, and in 1927 Mr. Knott acquired the controlling interest in the business and has since been president of the company, which has a well equipped plant in Milford. While at first the business was confined exclusively to tools, they have branched out to metal stampings for textile, radio, automotive and household parts. Success beyond Mr. Knott's most cherished expectations has attended the enterprise, and the company now employs between sixty and seventy workmen.

At Worcester, in 1907, Mr. Knott was married to Miss Florence Johnson and they have one daughter, Lucille. In his political belief, Mr. Knott is a republican and in religious faith a Congregationalist. Fraternally he is a Chapter Mason, also a member of the Elks and the Red Men. He finds his diversion chiefly in fishing, golf and tennis but gives the major part of his time and attention to his business affairs and is truly a self-made man inasmuch as his success has resulted entirely from his own labors. He has overcome obstacles and difficulties through his per-



ARTHUR J. KNOTT

sistency of purpose and, early realizing that "there is no excellence without labor," he has worked diligently to establish a business which is now steadily growing.

EDWARD STRATTON OTIS

The economic development of Worcester is manifest in the operation and continued growth of the business of the Union Water Meter Company, of which Edward Stratton Otis is now the treasurer and manager. Practically his entire business life has been devoted to this undertaking, although for a year after leaving school he was associated with a decorating firm of New York city. Worcester numbers him among her native sons, for he was born here October 6, 1884, his parents being John P. K. and Isabelle Curtis (Stratton) Otis. After his graduation from the Worcester high school he attended Williams College, as well as Pratt Institute, and was next a student at Columbia University, specializing in architectural designing. After a year's experience with a decorating firm of New York city he returned to Worcester and joined his father, who was at the head of the Union Water Meter Company. His original position was that of a clerk and later he went into the factory to acquaint himself with every phase of the business. He also did some sales work and in 1911 was made assistant treasurer, serving in that capacity for four years, or until 1915, when he became treasurer and manager. The company, which is capitalized for seventy-five thousand dollars, manufactures water meters, regulating valves and whistles and has sixty names upon its payroll. Its water meters are used extensively throughout the country and have a high reputation for quality. Sales offices are maintained in New York city and Philadelphia and traveling representatives are introducing the output of the Worcester plant into all parts of the country. During the time when America was associated with the allies in the World war the factory was utilized for the production of war work, all goods being shipped on priority orders and the navy taking the output of regulating valves and whistles. By reason of his close connection with this enterprise Mr. Otis has become widely known in trade circles having to do with this line of production. The company has membership in the American Waterworks Association, the New England Waterworks Association, the Waterworks Manufacturers' Association, and the American Water Meter Institute. In the gatherings of these societies are discussed questions vital to the trade and progress is promoted through the interchange of ideas resulting from practical experience and scientific investigation.

Mr. Otis is a Unitarian in religious faith and fraternally he is a Mason, belonging to Quinsigamond Lodge, F. & A. M. He holds to the high standard of service maintained by the Rotary Club, of which he is a member, and his interest in the upbuilding and progress of his community

is further indicated in his connection with the Chamber of Commerce of Worcester. In club circles, too, he is widely known, belonging to the Tattuck, Economics and University clubs of Worcester, the University Club of Boston and the Williams and Columbia clubs of New York city.

DONALD K. OTIS

The thickly populated districts of Massachusetts have made possible the development of many important manufacturing enterprises which have made the state the center of industrial progress and production. It would be difficult if not impossible to successfully operate many business interests in less populous communities, but here where labor can be obtained and where men of enterprise have gathered in the promotion of industries success has followed many undertakings. The Union Water Meter Company is operating in Worcester, where Donald K. Otis is contributing to the growth of the business in the performance of his duties as assistant treasurer and sales manager. He was born May 24, 1893, in this city and is a son of John P. K. and Isabelle Curtis (Stratton) Otis. His preparatory course of study was pursued in Worcester Academy, after which his training in the Worcester Polytechnic Institute qualified him for the line of business in which he has since engaged. When his school books were put aside he joined his father, who was engaged in the manufacture of water meters. Starting as a clerk, he progressed through the various departments, gaining an intimate and accurate knowledge of the business, including both the processes of production and the methods of developing the trade. He has shown particular capability in the latter connection and is now sales manager for the plant as well as assistant treasurer of the company.

On the 2d of July, 1917, the marriage of Donald K. Otis and Bertha Dowd was celebrated in Worcester, which is the native city of both. Mr. Otis belongs to the Kiwanis Club of Worcester and the Engineers Club of Boston. His hobbies are sailing and fire fighting. He is a member of Box 4 Associates, an organized fire-fighting company that assists the regular fire department in all of its emergency work. Fraternally he is connected with the Benevolent and Protective Order of Elks.

CARL H. HEDSTROM

Carl H. Hedstrom has built up a successful industrial enterprise as president of the Hedstrom-Union Company of Gardner, which is engaged in the manufacture of baby carriages on an extensive scale. A native of Sweden, he was born in Kloster, Dalcarlia, on the 26th of August, 1881, his parents being Carl and Gustava (Stangberg) Hedstrom, the former

now deceased. In the acquirement of an education he attended the public schools of Sweden to the age of thirteen years, while subsequently he worked in rolling mills of his native country for a period of seven years.

When a young man of twenty Mr. Hedstrom crossed the Atlantic to the United States, making his way to Fitchburg, Massachusetts, where he was employed as a machinist by the Iver Johnson Arms Company for a year. Next he spent two years in similar work with Baxter D. Whitney & Son, Inc., of Winchendon, Massachusetts, after which he was employed by the Gardner Machine Works of Gardner for twelve months. During the succeeding five years he was in the service of the Simplex Time Recorder Company in the capacity of tool maker. In November, 1911, associated with others, he organized the Gem Crib & Cradle Company as a partnership concern for the manufacture of children's furniture. Enlarging the scope of his operations, he founded the Hedstrom Company in 1915 and in the following year organized the Union Manufacturing Company, one for the making of finished baby-buggy bodies and the other for the manufacture of the hardware. In 1922 the two concerns were consolidated under the name of the Hedstrom-Union Company. Three years later, in 1925, Mr. Hedstrom sold the business of the Gem Crib & Cradle Company to W. L. Beaman. He deserves great credit for what he has accomplished in developing the business of the Hedstrom-Union Company, which has grown enormously under his able control. During the first six months of his independent business career, which began in 1911, he performed the duties of office help, manufacturer and laborer, not hiring assistants until the success of his venture was assured. He began operations in a room thirty by fifty feet and now utilizes over four hundred thousand square feet of factory space. His business is capitalized for three hundred thousand dollars and furnishes employment to five hundred workmen. In 1928 he purchased the plant of the Children's Vehicle Corporation of East Templeton. With the passing years his interests have gradually broadened in scope, so that he is now not only president of the Hedstrom-Union Company of Gardner but also secretary of the E. G. Berg Manufacturing Company, secretary of the S. & E. Manufacturing Company of Gardner, director of the Bello Corporation of Gardner, director of the Gardner Trust Company, director of the Cooperative Bank of Gardner and a director of the Chamber of Commerce.

In December, 1905, in Gardner, Mr. Hedstrom was united in marriage to Miss Anna Nelson, of Sweden, and they are the parents of two sons, Carl W., the elder, born in 1906, pursued his education in the grammar and high schools of Gardner, in the Lawrence Academy of Groton, Massachusetts, and in the Burdett Business College of Boston. He is now working in his father's factory with the purpose of learning the business. Oscar G. Hedstrom, born in 1907, was a high school pupil for two years and then for a similar period attended Mercersburg Academy of Mercersburg, Pennsylvania, prior to matriculating in Bowdoin College of Brunswick, Maine, where he is now a student. Mrs. Anna

Hedstrom is a member of the Gardner Woman's Club and takes an active part in the work of the various charitable organizations of the community.

Fraternally Mr. Hedstrom is affiliated with the Masonic order, in which he has attained the thirty-second degree of the Scottish Rite. His religious faith is indicated by his membership in the Swedish Lutheran church and he also belongs to the Gardner Boat Club, to the Oak Hill Country Club and to the Chair City Club. He is very fond of travel and goes to Europe every two years. The hope that led him to leave his native land and seek a home in America has been more than realized. He found the opportunities he sought—which, by the way, are always open to the ambitious, energetic man—and making the best of these, he has steadily worked his way upward. He possesses the resolution, perseverance and reliability so characteristic of his nation, and his name is now enrolled among those of the prosperous and representative citizens of Gardner and central Massachusetts.

JOHN HARRINGTON BENNETT

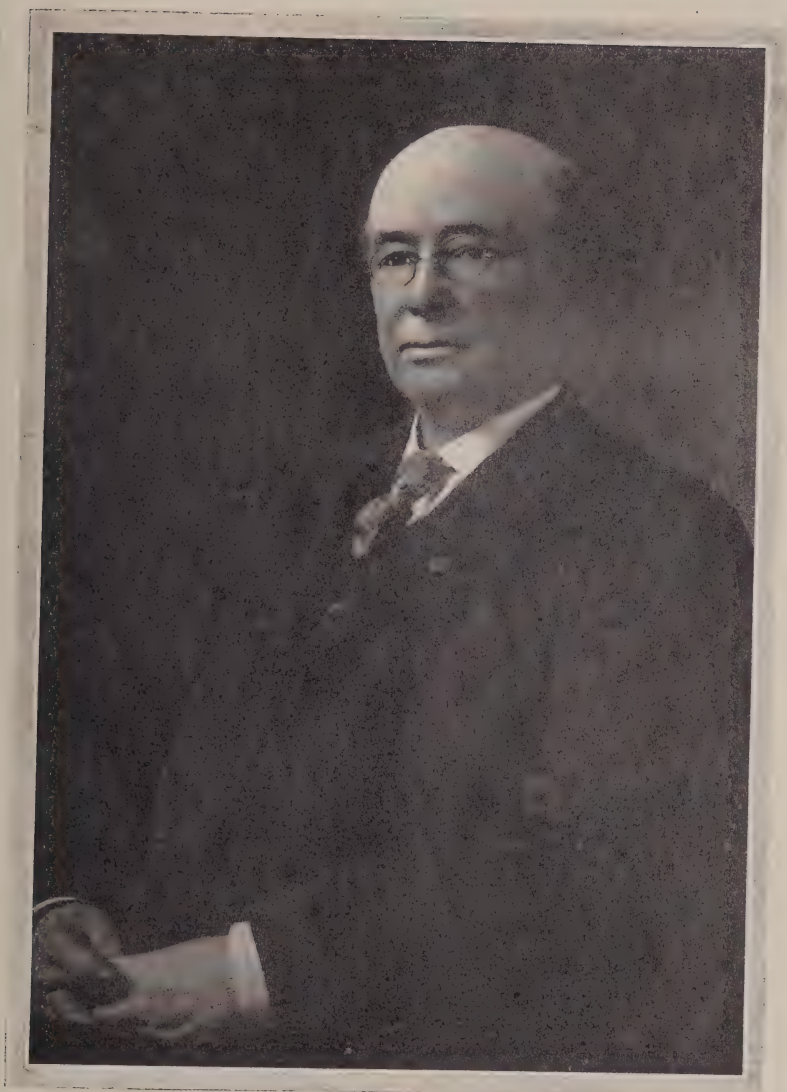
John Harrington Bennett, who to the time of his death was at the head of the Bay State Stamping Company of Worcester, was born in Groton, Massachusetts, December 9, 1845, a son of Jonathan Smith and Miranda W. (Harrington) Bennett. After acquiring a public school education he learned the machinist's trade and in 1888 he started out in business in Worcester with limited facilities and a capital of only five hundred dollars, but by persistent industry and capable management he was able to add to his plant each year. He conducted a metal stamping business at 380 Chandler street and produced a number of valuable parts, including the Bennett handy-top oil and grease cup, which is a self-closing oil cup. He also manufactured the Bennett self-closing oil hole cover, ferrules, the Bennett emery wheel dresser, the Bennett turning tool and adjustable curtain bracket and made special stampings.

Mr. Bennett was married twice and by his first marriage, to Georgianna Wiggins, at Freedom, Maine, he had three children: Conrad R.; Edith L., who is the wife of Robert Wittemore; and Florence Newell, who died in infancy. On the 21st of October, 1903, Mr. Bennett was married to Celia E. Doane and their children were two in number, namely: Ruth Lucile, and John Doane. The daughter has been liberally educated and is associated with her mother in the conduct of the business, while the son is now attending Lehigh University, where he is pursuing courses that will equip him for association with his mother in her business ventures.

Mr. Bennett was a veteran of the Civil war, having served with the Sixth Regiment of Massachusetts Volunteer Infantry. He always proudly wore the little bronze button that proclaimed him a member of George H. Ward Post, No. 10, G. A. R. He also belonged to Iroquois Tribe of the



MRS. CELIA E. BENNETT



JOHN H. BENNETT

Improved Order of Red Men and to the Knights of Labor General Assembly. He was accounted one of the substantial and enterprising business men of Worcester and enjoyed in large measure the respect and good will of all who knew him. He died February 20, 1920, in his seventy-fifth year.

CELIA E. BENNETT

It is no unique thing to find women active in professional fields, but it is the unusual when one is found taking prominent part in the management of a productive industry, yet in this connection Celia E. Bennett has become well known, being treasurer of the Bay State Stamping Company, conducting business at Worcester. Mrs. Bennett was born in Bakersfield, Vermont, and was educated in the Brigham Academy at Bakersfield, Vermont, and in the Fond du Lac Business College at Fond du Lac, Wisconsin. She has had long and varied business experience. For five years she was employed as a stenographer by the Walker Ice Company of Worcester and then went to Fond du Lac, Wisconsin, where she spent a year and a half as a student in the business college, pursuing a full course. In 1903 she returned to Worcester and entered the employ of the Bay State Stamping Company as bookkeeper and stenographer, in which connection she gained intimate knowledge of the business and the methods of its conduct. She afterward became the wife of the owner, John H. Bennett, and following his death in 1920 she was chosen treasurer and general manager of the business. The factory has always maintained a high standard for the manufacture of the best and has never deviated from this policy. Its product includes sheet metal stampings, most of which are known as the Bennett brand, and in which a large business is done throughout the United States, while the sale of Bennett oilers is also assuming considerable proportions. The business was established in 1888 and has grown from year to year. Their specialties are not only noted for superior quality and workmanship but they have also been built to fill a definite purpose. The product includes the Bennett self-closing oil hole cover, a patented device which is economical, convenient and neat; another item is the Bennett handy-top oil cup, which is made of sheet metal or brass in four styles. The efficiency of these cups is improved by a special attached top which when removed lies at one side and allows plenty of room to inject oil and has a direct passage to the bearing to allow it to be wiped out if it becomes clogged. To meet different requirements it is made in several styles. The Bennett emery wheel dresser and the Bennett turning tool for turning and shaping emery wheels are also brought out by the Bay State Stamping Company. The latter is the first practical device for turning emery wheels with a rotating cutter ever placed on the market. The company also produces an adjust-

able curtain bracket and ferrules, tapers, etc., and makes special stampings to order. In fact the latter is one of the important departments of the company's business.

Mrs. Bennett has two children. Ruth L., who attended the Bancroft School, Wheaton College, and the Katharine Gibbs School of Boston, is now associated in business with her mother. John D., who attended the South high school of Worcester and then the Simsbury School of Connecticut, has now completed three years' work in Lehigh University, where he is pursuing courses in both business and mechanics, preparing to take an active part in the business.

HOMER GAGE

Homer Gage, president of the Crompton & Knowles Loom Works of Worcester since 1920, is a retired surgeon of the city who here practiced his profession for thirty-five years with notable success. Worcester proudly claims him as a native son, for his birth here occurred October 18, 1861, his parents being Thomas Hovey and Annie M. (Lane) Gage. His more advanced intellectual training was obtained in Harvard University, from which he received the A.B. degree in 1882, while five years later, in 1887, the same institution conferred upon him the degrees of A.M. and M.D. In 1929 he was awarded the honorary degree of Doctor of Engineering by Worcester Polytechnic Institute.

Dr. Gage won an enviable reputation as a surgeon during the long period of his practice in Worcester, where he retired from professional activity in 1923. His services as consulting surgeon of the Worcester City Hospital and St. Vincent's Hospital were very valuable. He still maintains professional connections as a fellow of the American Surgical Association and the American College of Surgeons and as a member of the American Medical Association, the Massachusetts Medical Society, the New England Surgical Society and the Association of Life Insurance Medical Directors of America. His contributions to medical journals have been widely read and his opinions are considered authoritative by professional contemporaries.

In the year 1897 Dr. Gage identified himself with the industrial interests of his native city by becoming a director of the Crompton & Knowles Loom Works, the largest builders of fancy weaving machinery in the world. In 1920 he was made president of the corporation and has since remained at its head, ably directing its policy and controlling its extensive operations. No less successful in the arena of business than in the professional field, Dr. Gage is a director of the State Mutual Life Assurance Company, the Worcester County National Bank and the First National Bank of Boston.

On the 15th of June, 1893, Dr. Gage was united in marriage to Mabel Reynolds Knowles, of Worcester, Massachusetts. Mrs. Gage is a mem-

ber of the council of administration of the American Dormitory of the University of Paris, and both she and her husband received the decoration of the French Legion of Honor. Their home is at 8 Chestnut street in Worcester.

Dr. Gage was commissioned major of the Medical Reserve Corps in 1917 and was advanced to the rank of lieutenant colonel in 1919. During the period of America's participation in the World war he had charge of the surgical service at the base hospital at Camp Devens. At this time he is president of the Worcester Welfare Federation and the Memorial Hospital and is trustee and treasurer of the Worcester Polytechnic Institute and overseer of Harvard College. His name is on the membership rolls of the American Antiquarian Society, the Worcester Club, the Union and St. Botolph Clubs of Boston and the Harvard Club of New York. His efforts have ever been directed into those channels through which flows the greatest and most permanent good to the greatest number and the worth of his work is widely acknowledged.

EDWARD F. GREEN

Edward F. Green, who has been associated with the Crompton & Knowles Loom Works of Worcester since the beginning of his business career, has worked his way upward from the shipping room to the position of treasurer, director and member of the executive committee of the corporation, which he has thus represented for the past twelve years. He has always lived in Worcester, where his birth occurred on the 16th of January, 1864, his parents being Charles F. and Paulina A. (Barrett) Green. His grade school education was supplemented by a course in the Classical high school of Worcester and after putting aside his textbooks he entered the shipping room of L. J. Knowles & Brother, predecessors of the internationally known Crompton & Knowles Loom Works. A month later he became a clerk in the office, afterward was transferred to the purchasing department and then served successively as bookkeeper, head bookkeeper and chief accountant, thus gaining thorough familiarity with the operations of the concern in principle and detail. In 1904 he assumed executive responsibility, becoming assistant treasurer, and since 1917 he has been treasurer of the corporation, as well as one of its directors and a member of its executive committee. The Crompton & Knowles Loom Works has been in continuous existence for seventy-eight years and is said to be the largest industry of its kind in the world, manufacturing one hundred and sixty different types of automatic and non-automatic looms.

On the 12th of June, 1889, in Worcester, Mr. Green was united in marriage to Miss Florence G. Russell. Their daughter, Lillian A., who was graduated from the Worcester high school and the National Park

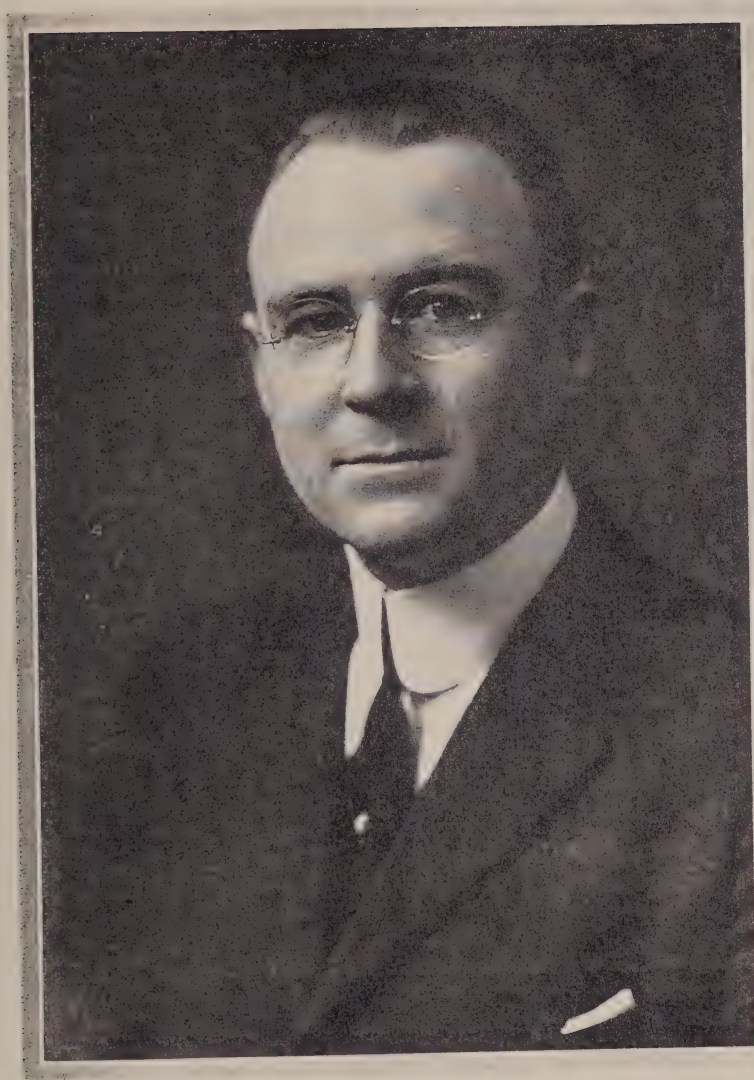
Seminary of Forest Glen, Maryland, is an interior decorator and designer of marked artistic skill.

Mr. Green has membership in the Chamber of Commerce, the Commonwealth Club, the Worcester Country Club and the Worcester Bowling & Curling Club, and is a golf enthusiast. He attends the Piedmont Congregational church, and his personal characteristics are such as have won him the warm regard and esteem of all with whom he has come in contact in either business or social relations. In the city of his nativity, by his own unaided efforts, he has gained a place of distinction as a foremost manufacturer and representative citizen.

HENRY PAUL BLUMENAUER

Worcester, which is preeminently a manufacturing center, numbers among its leading industries that of the Arcade Malleable Iron Company. A capital of a half million dollars is behind the operations of this corporation and progressive methods have characterized the conduct of the business from the beginning owing to the initiative and enterprising spirit of Henry Paul Blumenauer, who is the president of the company.

A native of Connecticut, he was born at Naugatuck, December 17, 1887, a son of Charles and Mary (Frear) Blumenauer, both of whom are natives of Ellenville, New York. At the usual age he entered the public schools of Naugatuck, passed through consecutive grades to the high school, afterward spent a short term in Phillips Andover Academy and then entered Cornell University, from which he was graduated in 1911 with the Bachelor of Arts degree. For four years he was with the Standard Oil Company of New York as representative of its foreign service in India and with his return to the United States he became assistant in the production department of the Naugatuck plant of the Eastern Malleable Iron Company, which afterward advanced him to the position of sales manager. After about five years spent in that connection he came to Worcester in 1920 as president and general manager of the Arcade Malleable Iron Company and now owns practically all of the stock in the corporation, which has one of the largest and best equipped malleable foundries in New England. The business has enjoyed steady growth, and with a capital of a half million dollars, its activities have been directed along most progressive lines. Employment is now furnished to three hundred men and recently a new department has been added whereby the company has become a pioneer in the manufacture of special art products out of iron. Their output is widely sold and the extensive and growing trade relations indicate the sound business methods of the house. Mr. Blumenauer is also a director of the Baldwin Chain Company and he is chairman of the foundry council of the Chamber of Commerce and a member of the Metal Trades Association. He is also president of the New England Foundrymen's Association and president of the Worcester



HENRY P. BLUMENAUER

County Foundrymen's Association—official honors which indicate his high standing among the representatives of the line of business to which he is directing his energies. His membership relations also include connection with the Chamber of Commerce, the Rotary Club, the Worcester City Club, with the Benevolent and Protective Order of Elks and with Sheppard Lodge, No. 78, A. F. & A. M., of Naugatuck.

On the 5th of July, 1915, Mr. Blumenauer was united in marriage to Mary W. Kehoe, of Naugatuck, Connecticut. They are the parents of twin sons, Henry and Charles, born August 8, 1916. When leisure permits Mr. Blumenauer turns to golf and tennis for rest and recreation but the major part of his time and attention is given to his business affairs. He keeps in close contact with his customers, studies their needs and wishes and puts forth effective effort to meet them. In the systematic management of his business, whereby maximum results are achieved at a minimum expenditure of time, labor and material, and in his personal interest in his patrons as to their business requirements are found the secret of his growing and gratifying success.

JOSEPH GORDON RAY

There are in Massachusetts various thriving towns and cities which have sprung up and have become strong and populous centers because some man had the vision to establish and conduct an important manufacturing enterprise. Such has been the history of Franklin and the town is just as surely a monument to Joseph Gordon Ray and his brother, James P. Ray, as any shaft of marble or granite could be. Here it was that the brothers founded and conducted textile mills, and with the up-building of their business they undertook the development of a city along lines which expressed the highest civic ideals. Their life story is one of the romantic chapters of commercial history.

Joseph Gordon Ray was born in Mendon, Massachusetts, October 4, 1831. His brother was a number of years older and J. G. Ray was earning his living in his brother's mill when but eight years of age. During school periods he pursued his studies but in vacations worked in the mill and within seven years, when still a youth in his teens, he established the first "rag-picking" business in New England. He was also the first to manufacture shoddy on an extensive scale in this section of the country and in 1851 he and his elder brother, James P., merged their interests and placed the business upon a basis that caused the older mill owners of their section to take notice, recognizing that they had competitors who might soon outdistance them. After a time a younger brother, Frank Ray, joined the firm but retired from the textile business in 1860. James P. Ray was thoroughly versed in the mechanical end of textile manufacturing, but like the great majority of people who are intensely mechanical and possessed of genius along that line, he cared little for the finan-

cial end of the business. Moreover, in 1844 his mill had been destroyed by fire, this being the second time when such a conflagration left him practically penniless. In Joseph Gordon Ray, however, were found those qualities which make for a strong business administration. He was an executive through and through and his ability as a salesman is still a favorite topic in textile circles. In the conduct of their rapidly developing interests the two brothers never infringed on each other's particular domain and it is said that they never questioned each other about anything except when a new mill was to be bought and made a member of the Ray group. One by one they acquired other mills until it was not long before the various textile plants in the region of Blackstone, Unionville and Franklin were under their ownership and control. While they became extensive shoddy manufacturers, there was no field of the textile industry into which they did not enter and they produced some of the finest high-class goods ever sent into the American markets. The Ray cassimeres, satinets and other goods were regarded throughout the country as the best produced in any American mills. While they were pre-eminently wool men, they were familiar with and also active in every branch of the textile industry and in their mills they introduced the latest and most modern equipment of their day, securing the best improved machinery, and their employes worked under excellent conditions. By the later '80s the Ray brothers were operating fourteen different mills, with every branch of textile manufacturing represented, and their surplus earnings were wisely invested not only in other mill plants but also in many securities which firmly established their fortune. If there was any dissatisfaction in the Ray mills at any time, the workers went directly to J. G. Ray and the trouble was settled, so there were no strikes or lockouts in their plants. The employes knew that they would receive consideration and fair treatment, which they always found, and thus the Ray brothers had the loyal support of their working people, who knew them to be not only men of the highest business integrity but guided always by a humane spirit. The story is told that on one occasion a group of fishermen complained to J. G. Ray that the dyestuffs from one of the Ray mills was polluting a good fishing stream and that the entire sport of Franklin was doomed. With a smile the millionaire mill owner replied: "Well, we'll fix that in short order. Can't have our fishing ruined, for it would spoil our Saturdays." Almost immediately the mill was moved to another site and when the stream had cleared itself of the intermingling dyes, Mr. Ray stocked it with other fish.

James P. Ray was married in early manhood to Miss Susan Knapp, of Franklin, and became the father of two sons, Edgar and James F. The former was very prominently engaged in the business promoted by the Ray brothers when death suddenly called him. The younger son died in June, 1929, when over eighty years of age.

The happiness which Joseph Gordon Ray obtained from his notable success came to him in providing for the welfare of his family and of the town. He married Miss Emily Rockwood, of Bellingham, a daugh-

ter of Colonel Joseph and Anne (Chilson) Rockwood, and they became the parents of two daughters, Mrs. Arthur Peirce and Mrs. Adelbert Thayer, both of whom reside in Franklin. Ladies of liberal culture, with that innate refinement which constitutes the aristocracy of the new world, they have devoted their lives largely to making Franklin a happier and better place in which to live. They established the Ray Memorial Library, while Mrs. Thayer gave to the town the Ray Memorial School in honor of her father. The J. G. Ray Fire Station is also an outstanding feature of the town and it is a well-known fact that from the earliest days both James P. and J. G. Ray were interested to an unusual extent in the welfare and progress of the city in which they resided, cooperating heartily in every plan and project for the general good and instituting many public works which have made Franklin the beautiful city that it is today. Their efforts converted a small agricultural community into a thriving textile manufacturing center and their fortunes were generously contributed to beautifying the city and improving its living conditions. The First National Bank of Franklin was established by the brothers, although their business was sought by banking houses of Boston, Providence, and New York. In the early period when Franklin suffered many losses through fire, it was Joseph Gordon Ray who purchased for the township the finest hand engine that could be secured, for at that period the steam fire engine and the modern high pressure pumper were unknown. He always saw to it that Franklin had the latest that could be secured in fire-fighting apparatus and thus it is that the central fire station of the city has been well named the J. G. Ray Fire Station. Mr. Ray was also a most generous contributor to Dean Academy, meeting its requirements in the days when the financial future of the school was a precarious one, and it is said that the science building of Dean, comparing favorably to similar structures of even larger institutions, was to a great extent made possible by the munificence of the Ray family. The Ray Memorial Library, built by the daughters of J. G. Ray, is modeled after the old Greek temples, embodying the highest Greek standards of architecture and ornamentation, while the walls are crowned on three sides by a frieze of severely classical style, designed to illustrate the hours in accordance with Greek mythology. These paintings were executed by two distinguished artists. There is also in the library an oil painting of Mr. and Mrs. Joseph Gordon Ray and the public may thus know something of the appearance of the people who were behind this splendid structure, the pictured likenesses plainly indicating the kindly and benevolent spirit of Mr. and Mrs. Ray.

While both brothers led most busy lives in connection with the expansion of their milling interests, they also found or took time for recreation and J. G. Ray largely found his in the development of a model farm and a dairy business which set a standard for work of this kind in Massachusetts. He was one of the first in the state to import a herd of Holstein cattle and he was also interested in fine running, trotting and jumping horses. In this way he contributed much to the benefit of the state

along agricultural and stock raising lines. Then, too, he took a helpful interest in the political situation and in 1859, as a republican, sat in the general court from the Blackstone district. Both brothers were members of the Universalist church and were generous in their gifts to religious work as well as to other public interests. A benign and helpful influence has been that of the Ray family in Franklin and the beauty, culture and learning of the town have been greatly promoted through their efforts. All honor to the men who thus builded wisely and well not only for their own but for future generations.

WILLIAM FRANCIS RAY

William Francis Ray was a lifelong resident of Norfolk county who long figured prominently in industrial circles here as president, treasurer and general manager of the Norfolk Woolen Company, which he incorporated in 1887. He was born in Franklin, Massachusetts, March 2, 1854, a son of Francis Baylies and Susan (Rockwood) Ray, and acquired his early education in the public schools of his native town. This was supplemented by study in Dean Academy of Franklin, from which he was graduated in 1870, while four years later he received the Bachelor of Arts degree from Brown University of Providence, Rhode Island. His business training was gained in association with his father, whom he assisted in the conduct of his many woolen textile manufacturing interests in Franklin, Bellingham and Uxbridge, Massachusetts, and Pascoag, Rhode Island. It was in 1887, as above stated, that he incorporated under Massachusetts laws the Norfolk Woolen Company of Norfolk for the manufacture of re-worked wool stocks, and he remained the executive head of this concern to the time of his death, developing the business to large and profitable proportions.

On the 25th of December, 1874, in Chelsea, Massachusetts, Mr. Ray was united in marriage to Harriet Phipps Richardson, who was there born October 10, 1855. They were the parents of three daughters and two sons, namely: Mrs. Mabel (Ray) Wolfe, who is general secretary of the Boston Young Women's Christian Association; Mrs. Maude (Ray) Hartwell, residing in Norwood, Massachusetts; Charles A. R. Ray, president of the Norfolk Woolen Company of Franklin, who is mentioned at length on another page of this work; William F. Ray, the president of the Chicago Art School of Chicago, Illinois; and Mrs. Marjorie (Ray) Potter, a resident of Providence, Rhode Island.

Mr. Ray ever manifested a deep interest in community welfare and was selected for various positions of public honor and trust. He rendered effective service to his fellow townsmen as a member and chairman of the school committee, as chief of the volunteer fire department and as selectman and moderator in Franklin, Massachusetts, for many years. He represented his district in the Massachusetts house of representatives

for two years and for a similar period in the state senate, making a most creditable record as a legislator. He was president of the Norfolk Club and fraternally was affiliated with the Masonic bodies, the Independent Order of Odd Fellows and the New England Order of Protection. Moreover, he was a leading member of the First Congregational church of Franklin, served for many years as superintendent of its Sunday school and was chairman of the church building committee. In the death of William F. Ray, which occurred May 24, 1898, when he was but forty-four years of age, the community sustained the loss of an honored citizen and one whose activities had contributed largely to industrial, civic, social and moral development.

CHARLES A. R. RAY

The manufacture of woolen goods in Massachusetts finds a worthy representative in Charles A. R. Ray, now president of the Norfolk Woolen Company, to which he has worked his way upward by acquainting himself with every department of this line of business. He was born in Franklin, Massachusetts, June 11, 1880, and is a son of William F. and Harriet P. (Richardson) Ray, who were early residents of this locality, where the name of Ray has figured most prominently from an early day and has ever been a synonym of commercial progress, upbuilding and development.

Charles A. R. Ray obtained a public school education, supplemented by a course in Dean Academy, from which he was graduated with the class of 1898. He then entered Brown University and won his Bachelor of Arts degree in 1902, so that a liberal educational training constituted the foundation upon which he has built his later success. Immediately afterward he became connected with woolen manufacturing in the employ of the Norfolk Woolen Company and started in to acquaint himself thoroughly with every feature and phase of the business. He has worked his way upward through the various departments and through the various offices until in 1912 he became president of the company and so continues, thus giving his attention to the administrative direction of one of the important manufacturing interests of Norfolk county. He is likewise vice president of the Franklin Savings Bank.

Mr. Ray was married in 1909 to Miss Frances Key Duke, of Louisville, Kentucky, a daughter of General Basil Duke, of that state, and a representative of one of the best known families of the south. They have three children—Charlotte, Marshall Keith and Anne, and the family home is maintained in Franklin.

Mr. Ray is helpfully interested in the public welfare, is serving as a trustee of Dean Academy and was chairman of the Franklin school committee for several terms. He belongs to the University Club of Boston and to the Franklin Country Club, recognizing the fact that these in-

terests must maintain the even balance to his intense business activity. Mr. Ray is also a member of the Masonic fraternity and a worthy exemplar of its beneficent purposes and teachings.

EDGAR HARVEY DOUGLAS.

Edgar Harvey Douglas, president and treasurer of the Burnham & Davis Lumber Company of Lowell, has been actively engaged in the retail lumber business since 1919. He is a native of Knox, Maine, born June 7, 1886, and a son of Harvey P. and Cora M. (Lord) Douglas. Following his graduation from Freedom Academy in 1904 he taught school for two years and then became a clerk in the post office at Waterville, Maine, where he thus remained from 1906 until 1919. In the latter year he became identified with the retail lumber business, which has claimed his attention continuously to the present time, and as president and treasurer of the Burnham & Davis Lumber Company of Lowell he occupies a position of prominence in this field.

Mr. Douglas has been married twice. In September, 1911, at Lowell, he wedded Miss Nellie M. Abbott, who was born in Strafford, New Hampshire, in 1884, and to them were born three children: Elinor A., Phyllis W. and Stephen A. His second marriage, which took place at Cambridge in March, 1928, was to Miss C. Mildred Winning, who is a native of Chelmsford, Massachusetts, born in 1895. By this union there is a daughter, June E.

Fraternally Mr. Douglas is affiliated with the Knights of Pythias and with all the bodies of the Masonic order, the teachings and purposes of which find in him a worthy exemplar. He also belongs to the Lions Club, the Yorick Club and the Vesper Country Club, while his religious faith is indicated by his membership in St. Paul's Methodist Episcopal church. He enjoys an enviable reputation in both business and social circles of his adopted city and deserves mention among its substantial and representative residents.

JOHN F. FULLER

John F. Fuller, president of William A. Fuller & Son, Inc., of Clinton, is thus at the head of a lumber and interior finishings business which was established by his grandfather, Eben S. Fuller, in 1859, and has been in continuous existence throughout the intervening period of seven decades. He was born in Lancaster, Massachusetts, January 29, 1891, a son of William A. and Bessie E. (Farwell) Fuller. He began his education as a public school pupil of Clinton and continued his studies in the Hackley School of Tarrytown, New York, while subsequently he ma-



EDGAR H. DOUGLAS

triculated in Harvard University and was graduated therefrom with the degree of Bachelor of Arts in 1915. His record as an athlete while a preparatory school student is one of which he has every reason to be proud. He was star and captain of the track team for three years, performing in the half-mile and mile running events and in pole vaulting. The record which he made at preparatory school in the two hundred and eighty yard free-style swimming fifteen years ago is still unbroken. Because of foot injuries sustained in pole vaulting he was unable to continue this activity in college but became fancy diving champion at Harvard and was one of the men responsible for inaugurating swimming activities at the university. Following his graduation he joined his father in the conduct of the business which had been established by his grandfather in 1859, as above stated, and which is now one of the largest wholesale and retail material supply firms in this section of the country. He has succeeded to the ownership of the enterprise and his efforts constitute a valuable element in its continued growth and success. The company furnishes employment to fifty people and is capitalized for one hundred and fifty thousand dollars. Aside from his activities in this connection Mr. Fuller is a director of the Wachusett Cooperative Bank and a trustee of Clinton Hospital and has gained an enviable reputation as a prosperous, enterprising and progressive young business man.

In December, 1915, Mr. Fuller was united in marriage to Clara E. Hall, of Burlington, Vermont, and they are parents of eight children, namely: John F., Jr., William H., Richard L., David S., Nancy, Robert C., Joseph E. and James Mark.

Helpfully interested in civic affairs Mr. Fuller served for a number of years as chairman of the finance committee of the city of Clinton, Massachusetts. Fraternally, he is affiliated with the Benevolent and Protective Order of Elks, while his religious faith is that of the Christian Science church. Moreover, his name is on the membership rolls of the Chamber of Commerce, the Prescott Club and the Runaway Brook Golf Club and he greatly enjoys fishing as well as a game on the links.

JOHN E. WOODBURY

John E. Woodbury, vice president of Woodbury & Company, Inc., of Worcester, was born May 15, 1885, in the city which is still his home, his parents being John C. and Jennie (Morse) Woodbury. He supplemented his grammar and high school education by study in the Worcester Polytechnic Institute and was graduated with the Bachelor of Science degree as a member of the class of 1908. He then became associated with his father as an engineer, and, due to his care and specialization in his work and to his engineering and chemical ability, his inventions have been able to keep the Woodbury Company ahead of competitors all through the passing years. Largely as a result of his efforts there has come into existence

a process whereby photogravure and die stamping work has been combined in a manner to make the result profitable for commercial printing. The company of which he is now vice president is at present largely specializing in high-grade commercial letterheads, employing processes perfected and introduced by him.

On the 5th of July, 1924, Mr. Woodbury was married to Miss Irene Clark, and their only child has been given the name of John Clark. They are affiliated with the Central Congregational church, and Mr. Woodbury's interests are largely indicated in the fact that he has membership in the Economic Club, the Chamber of Commerce and Worcester Country Club. Business affairs, however, have largely engrossed his attention, and his activities have been a vital force in the success of Woodbury & Company, Inc.

HAROLD D. WOODBURY

Of far-reaching extent and importance is the business conducted by Woodbury & Company, Inc., of which Harold D. Woodbury is the treasurer. While their interests have covered a wide scope, including photogravure work, commercial stationery, steel die stamping and other lines, they are now largely specializing in engraved letterheads with illustrations and their trade extends to many sections of the country.

Mr. Woodbury was born in Worcester, December 22, 1893, a son of John C. and Jennie (Morse) Woodbury. After his graduation from the Worcester high school he entered Clark University and won his A. B. degree in 1915. He then became associated with his father in the business of photogravure and die stamped letterheads. His father fostered the idea and stressed the advantage of firms having mill and plant pictures on their letterheads. Years ago photogravures were used for art reproduction and were hand printed and expensive. With the assistance of his older son, John E. Woodbury, the father worked out a method of printing photogravure plates by power and at a single impression they were able to combine with this engraved lettering. This made it possible to print at a much less cost than previously and to produce a beautiful letterhead within the range of commercial prices. The company expressed their business methods and plans as follows: "Our business is based upon a combination of two hitherto separate industrial processes. The first is steel die stamping as used in the production of commercial stationery; the second is hand printed photogravures, chiefly used in reproducing art subjects, famous paintings, etc. The mechanical and chemical development of this combination and the resulting technique applied to the production of photogravure-engraved commercial stationery has placed us in this particular specialty in a recognized position of leadership." The company specializes entirely in engraved letterheads with illustrations and maintains offices in New York, Philadelphia, Chicago and Detroit. The

business furnishes work to one hundred men and is capitalized for one hundred and twenty-five thousand dollars. Harold D. Woodbury has served the company in the capacity of expert on business administration and assistant treasurer. In addition to his connection with Woodbury & Company, Inc., he is treasurer of the Kimball Orchards.

Mr. Woodbury's military record covers two years' service as a first lieutenant under General Charles G. Dawes, the present ambassador to England. His interest in community affairs has been manifest in many tangible ways. He is a director of the Associated Charities of Worcester, was a member of the city council for three years and served as its president in 1927.

On the 5th of June, 1920, Mr. Woodbury was married to Miss Esther Kimball, of Worcester, and they have two children, Priscilla and Kimball. They hold membership in the First Baptist church and Mr. Woodbury belongs to the University, Economic and Kiwanis Clubs, and the Worcester Country Club.

JEROME ROWLEY GEORGE

Jerome Rowley George, vice president of the Morgan Construction Company of Worcester, was born in Mount Vernon, Ohio, August 2, 1867, his parents being William George and Lucretia (Rowley) George. He took a course in mechanical engineering at Ohio State University and then entered the employ of the Illinois Steel Company in the engineering department. He was afterwards chief engineer of the South Works and also of the Joliet works and remained with the company for nine years, during which time he gained a practical knowledge of the iron and steel business in all its branches. On the expiration of that period he became identified with the Morgan Construction Company in the engineering department, later was advanced to the position of chief engineer and later became one of its vice presidents. When he entered the employ of the company thirty years ago it had just installed its sixth rolling mill plant, and Mr. George has just returned from England with the one hundred and sixty-sixth order for a mill. The company has enjoyed remarkable growth and its business history is an outstanding chapter in the industrial records of Massachusetts, in connection with which Mr. George deserves much credit for what has been accomplished owing to his marked capability and his thorough understanding of the technical as well as practical phases of the business. He has represented the corporation in practically every country on the face of the globe and a notable feature of the history of the operations of the Morgan Construction Company is the fact that of all the mills which this company has installed all but one are in operation today. Mr. George has been able to meet every requirement that has followed the placing of orders and his broad experience enables

him to speak with authority upon every question relative to this line of industrial activity.

Mr. George was married to Miss Ethel M. Jefferies. By a former marriage he had one son, Jerome Rowley, Jr., who is a graduate of Yale University and is now associated with his father in the promotion of various enterprises in Worcester and in California. By the second marriage there are six children: Ernest Edward, who for three years has been a student at Princeton University; Richard Vernon; Millicent Jefferies; Jane Ellen; Constance Rowley; and David Batcombe.

Mr. George maintains his residence in California during the winter seasons, while the summer months are spent in Massachusetts. He is a member of All Saints church of Worcester and of All Saints church at Beverly Hills, California, and he belongs to the Beverly Yacht Club and the Kittansett Golf Club of Marion, the Worcester Club, the Engineers Club of New York and the Youngstown Club of Youngstown, Ohio. He is particularly interested in organizations for helping boys and for twenty years has served on the board of the Boys' Club in Worcester, while in 1928 he resigned the presidency of the Worcester Council, Boy Scouts of America, after serving for sixteen years in that capacity. He is a believer in the youth of the land and in giving to the boys their opportunity for physical, mental and moral development, and his labors in this connection have been far-reaching. His life work may be measured in the terms of most substantial success but his record also proves that success and an honored name may be won simultaneously.

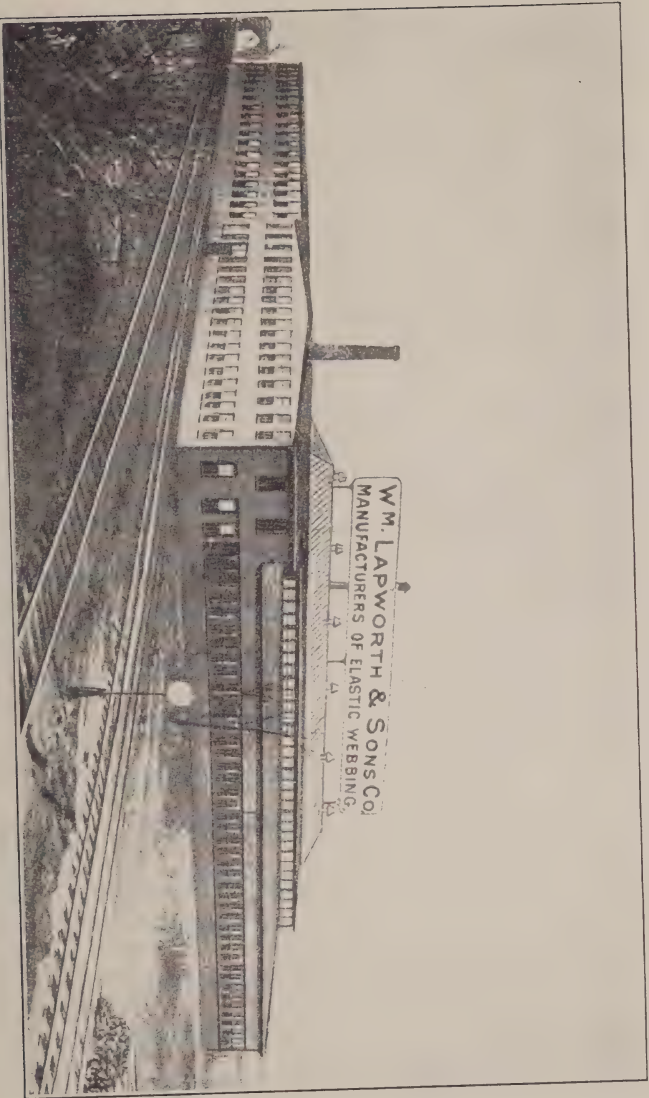
WILLIAM LAPWORTH & SONS

William Lapworth & Sons, owned by William Lapworth, is engaged in the manufacture of elastic and non-elastic fabrics, and employs 125 hands. The plant is equipped with eighty-eight narrow looms.

WILLIAM LAPWORTH

Surrounded by children and grandchildren in the midst of a most honorable and attractive environment, William Lapworth is now passing the evening of life, knowing that, at the age of eighty-six years, he has accomplished much that has not only promoted his own fortunes but has furthered the development and progress of the community in which he lives. It is said that to him belongs the honor of making a series of elastic webs, which have in great measure revolutionized this important industry, and that "in giving to the world such valuable products he has performed a mission equal to that of Edmund Cartwright of England."

Mr. Lapworth is himself of English birth. He was born in Coventry,



WILLIAM LAPWORTH & SONS

March 3, 1844, and represents a family whose knowledge of weaving has been equaled by few. He gained his early experience along that line in his native land and in 1870 came to the United States, believing that in this country of wide opportunity his knowledge of weaving, supplemented by his native energy, would give him good return. He was first employed as an elastic weaver by an English house in Connecticut and his knowledge and skill were at once recognized. Subsequently he worked for the Boston Elastic Fabric Company of Chelsea and next became associated with the Glendale Elastic Fabric Company of Easthampton in the capacity of manager. Ambitious, however, to engage in business on his own account, he was one of the organizers of the Hopedale Elastic Fabric Company of Hopedale, Massachusetts, remaining a stockholder and general manager of the business for eleven years. Then he embarked in elastic webbing manufacturing independently and his remarkable business sagacity has been shown in the subsequent steady development of one of the most extensive silk-web enterprises of the United States. His inventive genius and thorough understanding of the work have resulted in his producing many patents, all of which are regarded as indispensable in the production of elastic web, and he became the pioneer manufacturer of elastic twill. He also invented the elastic web from which the celebrated Policemen Suspenders are made and has introduced various other weaves of equal value. His contribution to the trade has brought him to a point of leadership. The rise of the elastic webbing industry in America and its diversified use today, as well as the constantly widening field opening to the manufacturer of this domestic and personal necessity, is due perhaps more to the energy, inventive genius and business sagacity of Mr. Lapworth than to any other representative of the industry.

His plant at Milford covers about two acres and is the last word in thorough equipment, commercial stability, skillful workmanship, superior management and perfection of product. The business ranks among the foremost in elastic-web manufacturing in the country and is conducted in most systematic manner, everything being done according to a most thoroughly worked out system in the offices and in every department of the plant. The weaving room, one hundred and eighty by one hundred and twenty feet, is one of the best lighted in the country and its one hundred looms are operated by skillful employes, many having been with the company for a long period. A number of these looms produce the beautiful and dazzling colors for the "Boston Silk Garter," each loom being devoted to a particular color, and the systematic operation of the weaving room is the result of intelligent planning, bringing about a clock-like precision as the work progresses. The warping and winding room contains a number of machines which warp and wind the fabrics and which are of the latest labor-saving character. The dressing room is used for dressing the beautiful and many-colored webbing and contains machines of great size and of the latest invention. The rubber stock room is kept cool and somewhat dark, with great rolls of rubber upon floor and shelves, looking like brown yarn. In the stock room for silk are found the most valuable

of the articles that enter into the manufacture of elastic webbing, including untold spools of colored silk, which are given out under an admirable checking system introduced by Mr. Lapworth and providing against loss. There is a finishing department where the last touch is added to the beautiful fabric of elastic webbing and then neatly rolled, ready to be packed, the machines in this department, like the others, being the best of the kind, for in the conduct of his business Mr. Lapworth has ever been actuated by the spirit of improvement. He is regarded as an expert on rubber, from the time it is taken from the tree, until it is formed into the smallest thread, and only its finest product is used by this company.

Not only does Mr. Lapworth look to the development of the business in the production of the highest grades possible but he gives equal attention to the welfare of his workers, in which connection he gave most comprehensive study to the ventilation of the immense weaving room, so that pure air is conveyed to every section, there being two large skylights, operated from the floor, and two powerful fans that can be regulated on the instant. The output is from twelve to fourteen million yards annually, the capacity of the weaving department being about twenty yards per minute, and the product includes only high-grade goods, principally silk web, of every shade and color and of varying widths for garters, hose supporters, arm bands, etc., and is sold to both wholesale and retail merchants.

In 1865 Mr. Lapworth was married to Miss Frances Smith, of London, England, and they became the parents of ten children: Florence, the wife of Dr. Schnetzler, a leading physician of Los Angeles, California; Fannie and Mabel, at home, looking after the household for their father; William; Charles, now living retired in Brockton, Massachusetts; Frank, who is active in the management of the Milford plant; Arthur, a capitalist of California; and Sumner, Winfield S. and Clarence H., all associated with the business which was founded and developed by the father. Mrs. Lapworth passed away June 29, 1913.

In "The American Review" appeared an article which summarized the life of Mr. Lapworth as follows: "This self-made man fills a high position in the American business community, and furnishes an example of mercantile worth that the ambitious and rising youth of our land may with honor and profit follow. His factory is working today and producing its beautiful fabrics protected by nine full and complete patents. The first introduction of twill in connection with elastic webbing is the proud record of Mr. Lapworth. The staunchness of his English character, his instinctive and indomitable pluck, his energy and determination to win along the line which circumstances had forced him to choose for his life profession were never more clearly and successfully shown than in his industrial advance toward that place in the commercial world which he so deservedly fills today. By a straight-forward, energetic, skillful course, planning wisely and executing faithfully, never losing sight of his object as well as his honor and his duties as man, husband, father and citizen, he has attained his present business prominence, and the shafts of envy



WILLIAM LAPWORTH

and jealously fall from the shield of his reputation as have the missiles of war from the armor of the country and race of which he is proud; and well may both country and race feel an equal pride in the attainments of their countryman in the land in which he is today an honored and respected citizen. Obstacles, disasters, failures, have no fear for him. His natural force of character lifts him above such, for he is always at his best in the hour of difficulty; 'tis then his reserve of native courage and energy responds, and his undaunted will is his tower of strength in the hour of necessity; this is ever the test of true manhood."

SAMUEL R. HEYWOOD

The name of Samuel Richardson Heywood finds a place in the history of Massachusetts Industries, for he was the founder and promoter of the Heywood Boot & Shoe Company of Worcester and in many other ways was closely and helpfully associated with the life and progress of his community and state. He represented an old and honored family of New England and was born in Princeton, Massachusetts, November 24, 1821, a son of Ezra and Dorcas (Roper) Hoar, whose family numbered nine children, of whom he was the second in order of birth. His ancestors in the paternal line had been residents of Westminster and of Princeton for at least two generations, and John Hoar, of Concord, one of his early forbears, conducted the negotiations which resulted in the freeing of Mrs. Mary Richardson from the Indians at Redemption Rock in Princeton, May 2, 1676. Stephen Hoar, the grandfather of Samuel R. Heywood, at the time of the battle of Bennington, joined the Revolutionary forces and aided in winning American independence. By a special act of the legislature the family name of the children of Ezra Hoar was changed to Heywood on the 10th of May, 1848.

The youthful experiences of Samuel R. Heywood were those of the farm-bred boy who divides his time between the labors of the fields and attendance at school. He pursued his studies in the rural schools near his home and for a half term was a pupil in the Phillips Academy at Andover, while for two terms he attended Westminster Academy. He paid for his education by manual labor, which gave evidence of his strength of character and laudable ambition. He developed mentally, physically, and morally along normal lines and laid the foundation for that force of character which made him a valued factor in the life of Worcester. He did not desire to follow agricultural pursuits as a life work, however, and on attaining his majority entered the employ of E. D. and E. A. Goodnow Brothers, who were engaged in the manufacture of shoes at Princeton and were also the proprietors of a large country store there. In addition to board and lodging he was paid one hundred and twenty-five dollars for his first year's services, working from early dawn until late at night. Although his wages were meager, he managed to save a

portion of his salary and at the end of three years was the possessor of a capital of three hundred and fifty dollars. He then determined to engage in business on his own account, and such was his reputation for honesty and enterprise that he was able to borrow twelve hundred dollars, which he added to his own savings. With this amount he purchased a half interest in a general store at Hubbardston, which he conducted in partnership with Leander W. Warren. This business prospered from the beginning and after a short time he acquired the interest of his partner and each year succeeded in paying off a portion of his indebtedness. This was soon accomplished, and his business was returning to him a gratifying income when in January, 1855, he sought a broader field than could be secured in the little town of Hubbardston. Worcester at that time was a thriving young city of twenty thousand population and, moreover, he had the opportunity of becoming associated with his former employer, E. A. Goodnow, in the boot and shoe business as a wholesale and retail dealer. With characteristic energy he bent his efforts to the development of the retail trade in a building that stood on the site later occupied by the extensive plant of the Heywood Boot & Shoe Company. In 1856 the partnership with Mr. Goodnow was terminated, the latter taking over the wholesale business, while Mr. Heywood retained the retail end, which under his direction continued to grow until a number of years later it was necessary to secure larger quarters.

Mr. Heywood prospered as a merchant but it was not until 1864 that he began the manufacture of boots and shoes in association with C. C. Houghton in Lincoln square. His knowledge of the trade proved of inestimable value to him in the new undertaking. In 1865 he bought his partner's interest in the business and for a year or two thereafter dealt in boots and shoes at 283 Main street, while later he became associated with A. J. Stearns and Theodore Manning as a manufacturer and jobber. From that time forward the business steadily expanded, and in 1879 the Wachusett factory was erected at the corner of Winter and Harding streets. From time to time various additions were made to the plant. Its standards of manufacture have always been maintained at the highest point, and the excellence of its products have ever been its best advertisement. From the beginning Mr. Heywood instructed each workman who entered his employ that every part of a first class shoe is produced at the highest grade of excellence, and thus the firm name became a synonym for expert workmanship, style and durability. It was not long before the trade was extending to foreign countries as well as to all sections of America, a large business being developed in Canada, England, Cuba, Cape Town and Australia. Long before the construction of the Union and Central Pacific Railroads teams were employed in carrying the products of the Heywood factory from St. Joseph, Missouri, to Denver, Colorado. As the years passed the company discontinued the manufacture of the heavy grades of footwear and produced the lighter and more dressy shoes of the present day. The Heywood shoes have ever been sold on their merit, for there has been a constant demand for the prod-

uct of this factory wherever the goods have once been sent. One writing of this business some years ago said: "Men have grown old and gray in the employ of Mr. Heywood, others have been graduated into successful enterprises of their own, yet he has held his place, firm in the goodwill and respect of his employes. Only once, in 1887, when labor difficulties beset the entire county of Worcester, did anything like a strike of his workmen hinder the steady movement of the factory, where in 1912 more than three hundred and fifty workmen are regularly employed."

In 1884 the business was incorporated with Mr. Heywood as president, and he continued as head of the substantial enterprise which he had built up until his life's labors were ended in death. His cooperation was frequently sought in connection with the management of other business interests and corporations, and in 1865 he was persuaded to become a director of the Central National Bank, in which position he continued until the institution was merged with the Worcester Trust Company in February, 1903. He became one of the charter members of the Peoples Savings Bank on its organization in 1864; was made one of its trustees and a member of its finance committee, and so continued to serve until July, 1884, when he was elected president of the institution, whose affairs he successfully administered until his death. He was likewise a director to the end of his life of the Cotton & Woollen Insurance Company of Boston, covering a period of more than thirty years. That he was a man of sound judgment, keen discernment and marked capability was a widely recognized fact but added to these qualities was an unswerving integrity that all recognized and appreciated. He was conscientious in the performance of any duty and most loyal to the trusts reposed in him, this being especially manifest in his investment of the funds of the financial institutions with which he was connected. He was a man of rare judgment and never hesitated to give an honest and unbiased opinion when his advice was sought.

There was another phase in the life of Samuel R. Heywood that made him entitled in notable degree to the respect, confidence and good will of his fellowmen and that was his loyalty in citizenship and his devotion to the public welfare. From early youth he was interested in questions of good government and on taking up his abode in Worcester he became a supporter of every project which he deemed vital to the upbuilding and advancement of the community in all of its civic aspects. It naturally followed that in 1859 he was elected to the common council, and the years 1861 and 1862 brought him election to the board of aldermen. Again, in 1873 and 1874, he was a member of the common council and during the latter year was its president. Through the three succeeding years he represented Worcester in the general court and during each year was a member of the committee on railroads. In the first year it was his privilege and pleasure to assist in the first election of his friend and neighbor, the Hon. George F. Hoar, to the United States senate. Mr. Heywood had early become identified with the liberal party and cast his first presiden-

tial ballot for James S. Birney, abolition candidate in 1844. Afterward he was a free soiler until the organization of the republican party in 1856, subsequent to which time he was one of its stalwart adherents. He never hesitated to earnestly espouse the principles in which he believed and kept so well informed on the questions and issues of the day that he was always able to maintain his position by strong and intelligent argument. In 1877 Governor Alexander H. Rice, recognizing Mr. Heywood's interest in philanthropic movements, appointed him a trustee of the State Reform School in Westboro, and, when two years later the managements of the institutions at Westboro, Lancaster and Monson were consolidated, he was one of the seven officers selected from the previous twenty-one and retained for the supervision of the three schools. He acted in that capacity until the pressure of his private affairs compelled him to give up his public duties in 1888, although he by no means relinquished his interest in projects and matters pertaining to the general good. In 1854 he was elected justice of the peace in Worcester and served as such for many years.

In the religious life of the community Samuel R. Heywood also took an active and prominent part. He early united with the original Salem Square Congregational church, with which he was identified until the organization of the Plymouth Society in 1869, when he became one of its charter members. He also served on its building committee at the time of the erection of the handsome church edifice at Chestnut and Pearl streets, and it remained his church home throughout his subsequent years. He served as Sunday school superintendent in both the Salem Square and Plymouth churches, and he made his religion a matter of daily observance, being actuated by his belief in all of his relations with his fellow-men. He was particularly kindly and helpful in his attitude toward the unfortunate, the helpless and those in need of aid, and his giving was after the manner of the Biblical injunction not to let the left hand know what the right hand doeth. He was a member of the first board of directors of the reorganized Young Men's Christian Association in 1864 and served on the building committee at the time of the erection of its new home in 1886.

It was in the year in which he began operating independently as a shoe merchant in Worcester—the year 1864—that Mr. Heywood was married in Chelsea, Massachusetts, on the 6th of June to Miss Harriet Butler Milliken, who was born in Farmington, Maine, August 27, 1828, and was a daughter of Zachariah and Ann (Butler) Milliken. Mr. and Mrs. Heywood began housekeeping at 14 Crown street, whence in 1868 they removed to 45 Elm street, and thence in October, 1871, to 41 Oak avenue, where their remaining days were passed. Perhaps the best traits in Mr. Heywood's life were reserved for his own fireside. He was a devoted husband and father and counted no sacrifice on his part too great if it would in any way promote the welfare and comfort of his wife and children. Life is always checkered by joy and sorrow, and the happiness of his home was marred by the loss of two daughters and a son, the first

born. Two other sons, however, Frank E. and Albert S., reached man's estate, and the former was a pupil in the public schools of Worcester. After a year's study at Easthampton he matriculated in Harvard University, graduating with the class of 1882. He then entered his father's business and on its incorporation in 1884 became vice president and treasurer, in which dual capacity he served until his death October 25, 1889, leaving a widow and four children. Albert S. Heywood, the youngest son and the only surviving member of the family, is today president of the Heywood Boot & Shoe Company and is mentioned elsewhere in this work.

The father ever took the keenest joy in the companionship of his sons, and he passed on to them the splendid business which he established, but more than that the honored name which is rather to be chosen than great riches. He has been described by those who knew him well as fully six feet in stature, erect and well proportioned, while his advancing years never bowed his form nor enfeebled his step. He attained the ninetieth milestone on life's journey, passing away in 1913. To him were accorded "the blest accompaniments of age—honor, riches, troops of friends." He exemplified the truth of Abraham Lincoln's philosophy: "There is something better than making a living—making a life," and his was a life rich in the attributes of true manliness, upright character, sterling worth and successful achievement.

ALBERT S. HEYWOOD

In December, 1899, Albert S. Heywood became actively associated with the Heywood Boot & Shoe Company, of which he is now president. It is true that he entered upon a business already established, but in enlarging and controlling this many a man of less resolute spirit or more limited vision would have failed. On the contrary, he has wrought along the lines of progress and achievement and the results have been most gratifying.

Worcester numbers Mr. Heywood among her native sons. He was born May 31, 1867, of the marriage of Samuel R. and Harriet Butler (Milliken) Heywood, the former now deceased. His public school education was supplemented by study in Worcester Academy and later in the Massachusetts Institute of Technology, from which he received the Bachelor of Science degree in 1892. He then obtained a position with the General Electric Company in the construction and engineering department, remaining with the corporation for seven years, and during the last four years of that period he was in charge of construction in the company's office at Atlanta, Georgia. In December, 1899, he returned to Worcester and entered the shoe manufacturing business which had been established by his father. His official position was that of assistant treasurer, and later he served as treasurer, while in 1913 he was elected to the presi-

gency of the Heywood Boot & Shoe Company, which is capitalized for one hundred thousand dollars and which employs four hundred men and women in the manufacture of high-grade shoes for men, shipping its output to all parts of the country. The continuance of the trade is assured through the excellence of the product, and while there have been no spectacular phases in the business, its steady development has proved the value of the methods pursued. Mr. Heywood is also a director of the Worcester County National Bank of the State Mutual Life Insurance Company and is vice president and a trustee of the Peoples Savings Bank.

On the 27th of September, 1899, in Atlanta, Georgia, Mr. Heywood was married to Miss Laura Chester Foute, who passed away in 1914. Three of their five children are also deceased: Edward Foute, Harriet Butler and Elizabeth Patterson. The living are Dorothy Chester and Anne Norton. Both daughters attended the Bancroft school and West-over school. The former is now the wife of William Hamm, of St. Paul, Minnesota, and the latter is Mrs. Demeter Larisch of New York city.

Mr. Heywood's interest in educational affairs is manifest in his service as a trustee of Worcester Academy, and his devotion to civic welfare is shown in his connection with the Chamber of Commerce. He also belongs to the Worcester Club, the Tatnuck Country Club, the Quinsigamond Boat Club, the Technology and Engineers Clubs of New York, the University Clubs of Worcester and Boston and the Phi Gamma Delta Club of New York.

WILLIAM ABBOT KINSMAN

William Abbot Kinsman is at the head of an extensive industrial concern of Newburyport, engaged in the manufacture of sterling silverware, as president of the Towle Manufacturing Company, with which he has been continuously identified since becoming its general manager in July, 1914. He was born in Salem, Massachusetts, October 17, 1877, a son of William L. and S. Augusta (Nichols) Kinsman. There he began his education as a public school pupil and when he had completed the work of the primary and grammar grades continued his studies in the Chelsea high school, while subsequently he entered the Institute of Technology, from which he was graduated in 1899 with the degree of Bachelor of Science.

When his textbooks were put aside Mr. Kinsman obtained employment in the machine shop of the Builders Iron Foundry at Providence, Rhode Island, and thereafter was successively connected with the American Ordnance Company of Bridgeport, Connecticut, with the Holmes & Edwards branch in Bridgeport of the International Silver Company for twelve years, and with the Woonsocket Machine & Press Company of Woonsocket, Rhode Island. It was in July, 1914, that he became general manager of the Towle Manufacturing Company of Newburyport, which he has thus served throughout the intervening period of fifteen years and



WILLIAM A. KINSMAN

of which he has been a director since February, 1925. He had been advanced to the vice presidency of the company in February, 1924, and four years later, on the 8th of February, 1928, was made president, in which executive capacity he has directed its operations to the present time. Mr. Kinsman served as president of the Sterling Silversmiths Guild of America from 1925 to 1927 and has long enjoyed high standing among representatives of the silverware manufacturing industry and the jewelers of the country. He also figures in financial affairs as vice president of the Newburyport Five Cent Savings Bank and is treasurer of the Moseley Foundation for Social Service in Newburyport and president of the Health Centre. During the period of the World war the Towle Manufacturing Company was engaged in the manufacture of life buoys and gas masks for the United States Navy.

On the 19th of December, 1914, in Woonsocket, Rhode Island, Mr. Kinsman was united in marriage to Mrs. S. G. Smith, who was born in Hancock, Michigan, April 30, 1879, and bore the maiden name of Edith Corey. She is a director of the Society for the Prevention of Cruelty to Children; a member of the local Woman's Club; and president of the Garden Club. Mr. and Mrs. Kinsman are the parents of two children, E. Cassandra and Katharine. By her former marriage Mrs. Kinsman has two daughters: Mrs. Meredith (Smith) Thoenen, now living in San Francisco; and Miss Frances C. Smith.

Keenly appreciative of the social amenities of life, Mr. Kinsman has membership in the Dalton Club, the Rotary Club, the Oldtown Country Club and the Ould Newbury Golf Club of Newburyport, Massachusetts, the University Club of Boston, the University Club of Bridgeport, the Transportation Club of New York and the Salem Country Club of Salem, Massachusetts.

HAROLD E. NOCK

Harold E. Nock is vice president and general superintendent of the Towle Manufacturing Company, sterling tableware manufacturers of Newburyport. He was born in Birmingham, England, July 19, 1874, his parents being Abbott A. and Elizabeth W. (Smart) Nock, also natives of that country. The father emigrated to the United States with his family in 1888, settling in Providence, Rhode Island, where he continued in the service of the Gorham Manufacturing Company as a photographer throughout the remainder of his life. The mother, who has reached the advanced age of eighty-nine years, is still a resident of Providence.

Harold E. Nock attended school in his native country to the age of fourteen years, when he accompanied his parents on the voyage to the new world and settled with them in Providence, Rhode Island. There he pursued a college extension course; learned the printing business under the master printer, Noah D. Payne, and subsequently entered the service of

the J. A. & R. A. Reid Publishing Company, later representing other publishing companies of Providence. Eventually he embarked in the publishing business on his own account in that city, being a partner of John Bannon, of Bannon & Company, for two and one-half years. He had long been interested in silver manufacturing and it was with the idea of learning the business that he next spent two years in the service of the William Rogers Silver Company in Providence. Thereafter he was associated with the Gorham Manufacturing Company, silversmiths and goldsmiths of Providence, Rhode Island, and then took charge of the plants of the Paye & Baker Manufacturing Company in North Attleboro, Massachusetts. It was on the 1st of January, 1916, that he accepted the superintendency of the plant of the Towle Manufacturing Company at Newburyport, and here he brought his comprehensive experience to bear in the creation and development of new lines of sterling silverware that have proved important factors in the steady expansion and success of the business. He is now first vice president and also one of the directors of the Towle Manufacturing Company, with which he has been continuously connected during nearly a decade and a half.

In 1899 Mr. Nock was united in marriage to Miss Annie Metcalf, a native of England, and they are the parents of four children: Herbert K., Dorothea, Rupert A. and Constance A. Mr. Nock is one of the trustees of the Massachusetts Art Institute, a member of the Newburyport Chamber of Commerce and also belongs to the Unitarian Men's Club. His genuine personal worth has gained him the warm regard and friendship of all with whom he has come in contact in both business and social circles.

JEROME AUGUSTUS HARDY

Entering the service of the Towle Manufacturing Company of Newburyport after leaving school in 1893, Jerome Augustus Hardy has been continuously connected with this concern throughout the intervening period of thirty-six years and has risen to the official position of treasurer. He is a native of Hampton Falls, New Hampshire, and a son of Charles A. and Abbie A. (Fogg) Hardy. He there began his education as a district school pupil and subsequently attended the Putnam free school at Newburyport, Massachusetts, for two years. On the expiration of that period, in 1893, he entered the business world, securing employment with the Towle Manufacturing Company, extensive manufacturers of sterling silverware at Newburyport. Demonstrating his ability and trustworthiness in the discharge of the duties assigned him, he won steady promotion as the years passed and thus became thoroughly familiar with the various phases of the business. Eventually he was made treasurer of the company and in this official capacity is contributing materially to the continued growth and success of the enterprise. He is also a director of the



HAROLD E. NOCK

Merchants National Bank of Newburyport and a trustee of the Institution for Savings at Newburyport.

On the 28th of June, 1910, in Duluth, Minnesota, Mr. Hardy was married to Alice Goodwin Webster, who is a member of the Newburyport Women's Club, of which she has served as president, and also belongs to the Women's Alliance (Unitarian). Mr. Hardy has membership in the First Religious Society of Newburyport (Unitarian) and in John Lowell Chapter of the Unitarian Men's Club. Fraternally he is affiliated with the Independent Order of Odd Fellows and with the Masonic blue lodge and chapter, and his interests outside of business are further indicated in his membership in the Rotary Club, the Dalton Club of Newburyport and the Ould Newbury Golf Club.

RICHARD E. WARNER

Richard E. Warner, long prominent in industrial circles of southeastern Massachusetts, has been continuously identified with stove manufacturing interests during the past forty-seven years and is now president of the White-Warner Company of Taunton, the Standard Stove Lining Company of Taunton and also the Household Furnishing Company of New Bedford.

Mr. Warner was born in New Bedford, Bristol county, Massachusetts, October 6, 1861, a son of Joseph B. and Lucy E. (Pierce) Warner. His grammar school education was supplemented by a course of study in Bristol Academy and after putting aside his textbooks he turned his attention to the manufacture of stove lining and fire-brick. The year 1883 witnessed the beginning of his association with the White-Warner Company of Taunton, manufacturers of stoves, ranges, furnaces, etc., and of this concern he has been the executive head since 1883. As above indicated, he is also president of the Standard Stove Lining Company, manufacturers of stove lining and fire-brick in Taunton, and president of the Household Furnishing Company, retail furniture merchants of New Bedford. His excellent executive ability and sound judgment have constituted vital elements in the continued growth and success of these enterprises, and he has long ranked among the leading manufacturers and business men of his part of the state.

Mr. Warner has been married three times. He first wedded Ida E. Briggs, of Dighton, in 1882, and eleven years later, in 1893, was united in marriage at New Bedford to Mrs. Nettie M. Pierce, of Dartmouth. In 1921 he married Miss Annie E. Crane of Taunton. He has a son and two daughters, namely: Joseph E., now attorney general; Ella E., who is the wife of Eugene H. Brownell; and Grace M., the wife of John Paull.

In civic affairs of his community Mr. Warner has long manifested an active and helpful interest. He served as alderman of Taunton during the years 1887 and 1888, was a member of the Massachusetts state board

of arbitration and conciliation from 1892 until 1894 and made a splendid record as mayor of Taunton in 1901, 1902 and 1903, his administration being characterized by many needed reforms and improvements. He was chosen for the office of county commissioner in 1908, his incumbency to continue until 1932. Fraternally he is affiliated with the Masonic order, belonging to the following bodies: King David Lodge, F. & A. M.; St. Marks Chapter, R. A. M.; Sutton Commandery, K. T.; and Palestine Temple, A. A. O. N. M. S. He is a Unitarian in religious belief and is a well known member of the Segreganset Country Club and the Wamsutta Club. His life is an exemplary one in all respects, and he has ever supported those interests which are calculated to benefit humanity, while his own personal worth is deserving of the highest commendation.

WILLIAM ALLEN UNDERWOOD

William Allen Underwood, assistant treasurer and general manager of the B. S. Roy & Son Company of Worcester, manufacturers of textile grinding machinery, was born August 29, 1888, in the city which is still his home, and is a son of John Amos and Ellen (Ryan) Underwood, the former a native of Vermont and the latter of Worcester, Massachusetts. At the usual age he entered the public schools, completing the work of successive grades through the high school, after which he attended Post's Business College and the Boston University. Early in his business life he spent a year in the cost department of the F. E. Reed Company and then became connected with the cost department of the Coes Wrench Company. Since 1907 he has been associated with the B. S. Roy & Son Company, starting as a clerk, later serving as office manager and subsequently as sales manager, while in 1915 he was advanced to the position of assistant treasurer and general manager, in which capacities he is still serving. His thorough and comprehensive knowledge of the business, gained through more than twenty-two years of experience, well qualifies him for the responsibilities that now devolve upon him.

On the 6th of October, 1921, in Worcester, Massachusetts, Mr. Underwood was married to Ellen Hendrickson, of this city, who takes a helpful part in church and charitable activities. Mr. and Mrs. Underwood have a son, William Allen, Jr.

Both hold membership in St. Luke's Episcopal Church. Mr. Underwood finds his recreation in golf and he is popular in the membership circles of the Rotary Club, the Chamber of Commerce, the Republican Club and the Westboro Country Club. All of this indicates much of the nature of his interests and activities outside of business. In fraternal circles he is also well known, belonging to the Independent Order of Odd Fellows and to the York and Scottish Rite bodies of Masonry. He is a past master of Hiram Council, R. & S. M.; past monarch of Aletheia Grotto, M. O. V. P. E. R., and is a member of Aleppo Temple, A. A. O.

N. M. S. He has made good in business, winning various promotions through capability and efficiency, and he has gained the warm friendship and high regard of those whom he meets socially as well.

J. LESTER PERRY

J. Lester Perry is filling the responsible position of manager of the Worcester district for the American Steel & Wire Company, where a large tonnage of a very great variety of specialty wires are manufactured, the company being the largest manufacturers of wire rope in the world. He was born in Worcester, March 11, 1881, and pursued a public and high school education while spending his youthful days in the home of his parents, F. G. and Ella M. (Bailey) Perry, the former a native of Northboro, Massachusetts, and the latter of Dudley, this state. J. Lester Perry had attained the age of eighteen years when on the 4th of August, 1899, he entered the employ of the American Steel & Wire Company as a clerk in the cost department at Worcester. He subsequently held various positions in this department during his thirteen years' connection therewith, winning advancement as he gained a knowledge of the business and displayed his capability in the discharge of the duties entrusted to him. In January, 1913, he was made foreman and later was advanced to the position of head foreman of the cold rolling department of the North Works, thus continuing until August, 1916, when he became assistant superintendent of the North Works. In February, 1917, he was transferred to the South Works as superintendent and in March, 1918, returned to the North Works as superintendent, thus serving until February 1, 1925, when he became assistant manager of the Worcester district, which includes three mills in Worcester, one in New Haven, Connecticut, and one in Trenton, New Jersey. In September, 1928, he was appointed manager of the entire Worcester district and thus is filling a position of large responsibility with the greatest corporation of the kind in the world. During the late European conflict the company was engaged one hundred per cent on war work.

On the 31st of August, 1904, in Worcester, Massachusetts, Mr. Perry was united in marriage to Miss Kathryn Thayer, of Ohio, and they are the parents of a daughter and a son: Elizabeth Perry, born May 21, 1907, who is a graduate of a Worcester high school and of Mount Holyoke College, and J. Lester, Jr., who was born June 2, 1909, and is a graduate of a Worcester high school, of Deerfield Academy and attended the Worcester Polytechnic Institute.

Mrs. Perry is at the head of the Girl Scout movement, having taken a most active part in establishing the organization in Worcester and placing it upon a substantial basis. She is also vice chairman of the Red Cross and during the World war was an active member of the Canteen Corps. Mr. and Mrs. Perry hold membership in the Unitarian

church and he belongs also to the Chamber of Commerce and to the Worcester Club. He finds his greatest happiness, however, at his own fire-side, where he usually spends his leisure. Throughout his entire life he has been a hard worker and his efficiency and reliability are manifest in the fact that he has continuously remained in the employ of the American Steel & Wire Company, gaining promotions with an organization that accords advancement only in recognition of merit and worth.

D. B. GURNEY COMPANY, INC.

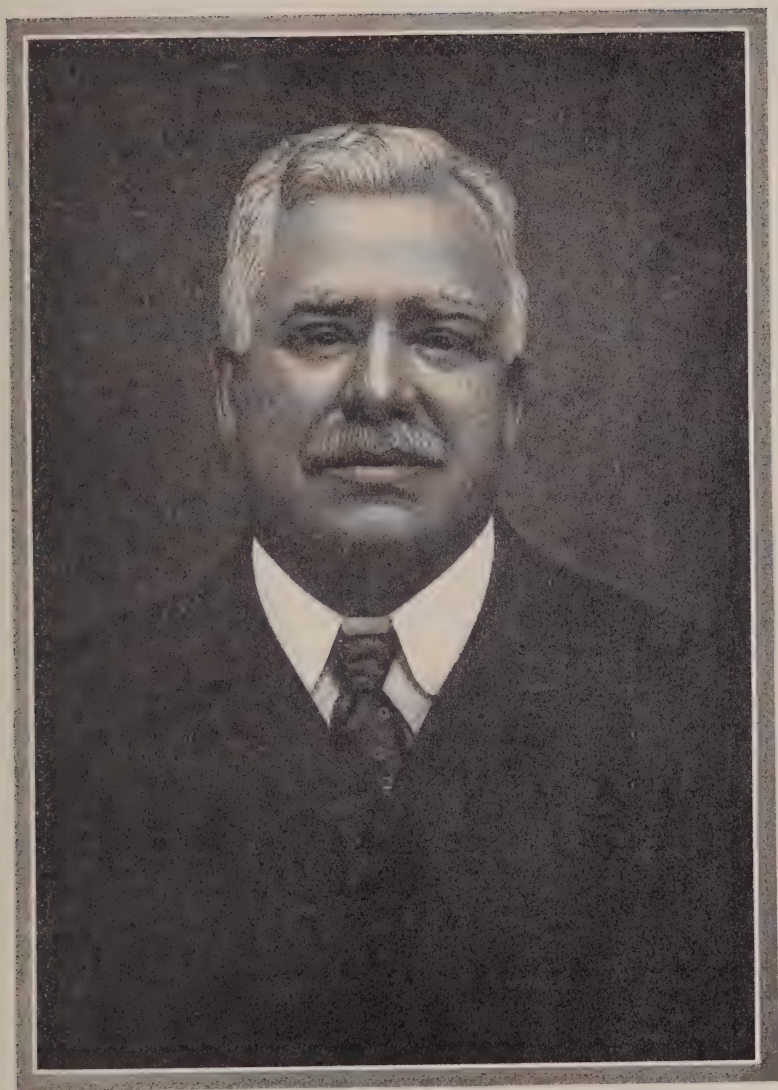
It is a far cry from the primitive factory, where D. B. Gurney first manufactured tacks, by hand, in 1825, and carried the products on his back from Abington (now Whitman) to Providence, Rhode Island, where he boarded a steamer to New York, for the purpose of selling them, to the present up-to-the-minute plant of the D. B. Gurney Company, Incorporated, which has an output of 250 tons of tacks and nails each month, and now ranks as one of the largest concerns of its kind in the United States, being capitalized at \$240,000 and employing 150 hands. Throughout its more than a century of existence it has been conducted by three generations of the Gurney family, and is still owned and managed by the descendants of the founder. Specializing in tacks and nails for the shoe industry, to be driven by machines, it manufactures every kind of tack or nail made from tack plate.

William H. Dunbar is president, Alfred L. Fish, secretary, and A. H. Brigham, treasurer.

DUNCAN HENRY DEWAR

Duncan Henry Dewar, president and treasurer of the B. S. Roy & Son Company of Worcester, manufacturers of textile grinding machinery, was born in Boston, June 10, 1880, a son of Daniel and Margaret G. (Walker) Dewar, the former a native of Scotland, and the latter of Massachusetts. In the pursuit of his education he attended the Charles Sumner grammar school at Roslindale, Massachusetts, and the Boston Latin school, from which he was graduated in 1901, while later he entered Harvard and gained his A.B. degree at graduation with the class of 1905.

His initial business experience was gained with the banking and investment house of Hornblower & Weeks, which he represented in a clerical capacity for seven years. During the succeeding decade he was customers' man for this company and had a large clientele among the leading and prominent business men of Boston. In 1923 he bought a controlling interest in the firm of B. S. Roy & Son, manufacturers of



DAVID A. GURNEY

textile grinding machinery, and became president and treasurer thereof. He retains both offices to the present time and has made the business one of high reputation in connection with the textile industry for the quality of its output. Roy grinders are standard equipment in textile mills everywhere for grinding woolen, worsted and cotton cards, napper rolls, calender rolls, garnetts and shears.

On the 1st of June, 1918, in Boston, Massachusetts, Mr. Dewar was united in marriage to Miss Serana L. Sparrell Roy, of Worcester. They have a son, Duncan H., Jr., born April 8, 1923.

Mr. and Mrs. Dewar have membership in the First Universalist church and he is a Consistory Mason and member of Aleppo Temple of the Mystic Shrine. He enjoys a game on the links and has membership in the South Shore Country Club of Hingham, Massachusetts, while his membership relations also include the Worcester City Club, the Harvard Club of Boston and the University Club of Boston.

CHARLES LUCIUS ALLEN

A long, active and useful career is that of Charles Lucius Allen, native son and leading citizen of Worcester, where he figures prominently in industrial circles as president and general manager of the Norton Company, manufacturing grinding wheels and machines on a very extensive scale. His identification with this important productive enterprise covers nearly a half century, during which period he has worked his way upward from a clerkship to chief executive head, becoming its president in 1919.

Mr. Allen was born in Worcester, Massachusetts, March 6, 1858, and is a son of George Lucius and Eliza Jane (Black) Allen. His education was acquired in the public schools of his native city and following his graduation from high school in 1876 he obtained employment as clerk in a shoe store. Five years later, in 1881, he secured a clerkship with the Norton Company of Worcester, manufacturers of grinding wheels and machines, and with this corporation he has been continuously connected throughout the intervening period of forty-eight years. Promotion came to him as he demonstrated his ability and trustworthiness, so that in 1885 he was advanced to the position of general manager, became treasurer of the company in 1912 and since 1919 has been president and general manager. The business has steadily expanded under his capable control, the Norton Company maintaining its position among the leading productive enterprises of the Bay state. Mr. Allen is also a director of the Riley Stoker Corporation, the United Bancroft Hotel Company, the Liberty Mutual Insurance Company, the Worcester Manufacturers Mutual Insurance Company, the Worcester County National Bank and Junior Achievement, Inc., of Springfield, and a trustee of the Worcester 5¢ Savings Bank and the Worcester Polytechnic Institute.

In 1886, at Bennington, Vermont, Mr. Allen was united in marriage to Helen Louise Norton and they are the parents of a daughter, Mary Norton.

A public-spirited, enterprising and progressive citizen, Mr. Allen has enthusiastically performed his part in the work of civic improvement. He rendered effective service as a member of the parks and recreation board of Worcester and as chairman of the Worcester Auditorium commission in 1918 and 1919 and has been a member of the St. Lawrence waterway commission from Massachusetts since 1924. His military record covers four years' service in Company C, Worcester Light Infantry, Second Regiment, Massachusetts Volunteer Militia, and he is a member of the Veterans Association. In Masonry he has attained the thirty-second degree of the Scottish Rite, belonging to Athelstan Lodge, to Worcester Lodge of Perfection, to Goddard Council of Princes of Jerusalem and to Lawrence Chapter of Rose Croix. His appreciation for the social amenities of life is manifest in his membership connection with the Worcester Club, the Worcester Country Club, the Economic Club, the Commonwealth Club, the Appalachian Mountain Club, the Petersham Country Club, the Watatic Club, the Atlantic Tuna Fish Club and the Worcester County Fish & Game Association. Though he has passed the Psalmist's allotted span of three score years and ten, Mr. Allen is still an active factor in the world's work and his labors are effectively resultant along many lines.

ALDUS CHAPIN HIGGINS

For almost three decades Aldus Chapin Higgins has been connected with the Norton Company of Worcester, manufacturers of grinding wheels and grinding machinery, and, steadily working his way upward, he is now one of the directors of the corporation and its treasurer. He was born in Worcester, December 7, 1872, a son of Milton Prince and Katharine Elizabeth (Chapin) Higgins. The Worcester public schools afforded him his early educational opportunities, and in 1893 he won the Bachelor of Science degree on his graduation from the Worcester Polytechnic Institute. Intending to make the practice of law his life work, he then entered the National University Law School at Washington, D. C., and received the degree of Master of Laws in 1896. He practiced for a time in Worcester and in 1901 became associated with the Norton Company, taking charge of its legal business. This brought him a keen insight into the operations of the plant and the demands of the trade, and subsequently he was made manager of the abrasive plants. In 1913 he was appointed secretary and general counsel and soon thereafter became treasurer and a director, in which offices he still continues. An extensive plant has been developed, thoroughly equipped with the most modern machinery, and their output, measuring up to the highest standards of excellence, finds a ready sale on the market. In addition to his connec-

tion with the Norton Company, Mr. Higgins is a trustee of the Peoples Savings Bank of Worcester; a director of the Riley Stoker Corporation, the Worcester County National Bank and the United Bancroft Hotel, all of Worcester; and the Boston & Maine Railroad Company of Boston. He has given considerable time to experimental work and in 1914 received the John Scott medal for his invention of the electric water-cooled furnace.

Mr. Higgins was married June 6, 1898, to Miss Edgenie C. Brosius, of Washington, D. C., who died September 27, 1911. On the 16th of January, 1914, he married Miss Mary S. Green, of Worcester. He has a daughter, Elizabeth B., now the wife of Vinton Chapin, vice consul at Prague; and a son, Milton P. Higgins, also connected with the Norton Company.

Mr. Higgins has membership in the First Unitarian church of Worcester and belongs to the Worcester Club. He is one of the governors of the Tatnuck Country Club of Worcester and is also identified with the Union Club of Boston. During the World war he filled various official positions, such as chairman of the northeastern section of industrial training for the war emergency committee and chairman of various patriotic drives. His deep interest in the advancement of his city along educational and cultural lines is expressed through his service as a trustee of the Worcester Polytechnic Institute, the Worcester Art Museum and the Memorial Hospital. He has wisely adapted his talents, natural and acquired, to the needs of the business with which he has become associated, and while he has carefully directed its legal interests, he has also contributed to the success of the Norton Company as one of its executives.

GEORGE NATHANIEL JEPPSON

George Nathaniel Jeppson, active in industrial circles of Worcester as a manufacturer of grinding wheels and machines, was born April 14, 1873, in the city where he still resides, his parents being John and Thilda A. (Ahlstrom) Jeppson. After attending the Worcester grammar and high schools he entered the Highland Military Academy in his native city and was next a student at the Worcester Polytechnic Institute, while later he took a course in the Royal School of Mines at Stockholm, Sweden. Comprehensive technical training well qualified him for the duties and responsibilities which have devolved upon him in the conduct of his present business. He now has a well equipped and appointed plant for the manufacture of grinding wheels and machines and the business has been developed to one of extensive proportions. In addition to serving as vice president and secretary of the Norton Company, he is a director of the Riley Stoker Corporation of Worcester and the Royal Worcester Corset Company.

On the 10th of May, 1911, Mr. Jeppson was married in Worcester to

Miss Selma U. Swannstrom, who was born in this city in June, 1889, and they now have three children: Britta D., John and Betty T.

Mr. Jeppson's military experience covers service as a member of the Second Regiment of Massachusetts Infantry, and during the World war he was a member of the draft board. For four years he was a member of the Worcester city government, for two terms chairman of the board of aldermen, and in all public relations he has been actuated by a marked devotion to the general welfare. He is a thirty-second degree Mason, and the rules that govern his conduct are further indicated in the fact that he is one of the trustees and a member of the music committee of the First Lutheran church of Worcester, taking an active and helpful part in religious work. Appreciative of the social amenities of life, he is identified with the Worcester Club, the Worcester Country Club, the Eastern Yacht Club and the Daytona Yacht Club.

DAVID R. COLLIER

For almost a quarter of a Century David R. Collier has been actively and successfully engaged in business as president of the Collier-Keyworth Company of Gardner, which he organized in 1906, in association with George A. Keyworth, for the manufacture of children's vehicles, carriage hardware and wheel toys. He was born at Forest Grove, Oregon, May 18, 1869, and is a son of George H. and Sybil A. (Smith) Collier, the latter of Augusta, Maine. In the acquirement of an education he attended public and preparatory schools of his native state, also pursued a course in the University of Oregon and in 1887 became a student in the Worcester Polytechnic Institute of Worcester, Massachusetts, from which he was graduated with the degree of Mechanical Engineer in 1890.

Mr. Collier was first employed for six months in the engineering department of the Deane Steam Pump Company of Holyoke, Massachusetts, and then entered the service of the Heywood-Wakefield Company, wood and reed chair manufacturers of Gardner, working in their engineering department for six years, on the expiration of which period he was made head of their hardware department. It was in 1906 that he embarked upon an independent business career in association with George A. Keyworth, organizing the Collier-Keyworth Company and beginning the manufacture of go-carts on a small scale with a few employees. In 1912 the firm built its present plant of one hundred thousand square feet capacity and employment is now furnished to one hundred and fifty men in the manufacture of children's vehicles, carriage hardware and wheel toys. The business is capitalized for eighty thousand dollars. Mr. Collier is the executive head of the company and devotes most of his time to the engineering department, his efforts constituting an important element in its growing success. He is also a director of the Gardner Savings Bank and a member of its investment committee.



DAVID R. COLLIER



GEORGE A. KEYWORTH

On the 27th of April, 1898, Mr. Collier was united in marriage to Mary E. Richardson, of Gardner. To them have been born four children, namely: Elsie, who has been educated in the grammar and high schools of Gardner and in Wellesley College; Ruth, who has completed courses in the grade and high schools of Gardner and is now a junior at Smith College; and Robert and Emma, who are deceased.

Mr. Collier has rendered effective service to his community in the capacity of water and sewer commissioner of Gardner. In religious faith he is a Congregationalist. He has membership in the Oak Hill Country Club, the Nashua Country Club and the Worcester Country Club and he finds recreation in golf and fishing. He is now contemplating retiring from business and is indeed well entitled to enjoy the fruits of his many years of earnest and successful endeavor in his chosen field of activity.

GEORGE A. KEYWORTH

George A. Keyworth is a successful representative of industrial interests in central Massachusetts as treasurer of the Collier-Keyworth Company of Gardner, which he organized in association with David R. Collier, for the manufacture of baby carriages, in 1906. He was born at Fort Ann, New York, April 26, 1874, his parents being Joseph D. and Eliza A. (Evans) Keyworth, natives of England. He began his education in the district schools of Argyle, New York, subsequently attended Argyle Academy and also pursued a high school course at Hudson Falls, New York. After putting aside his textbooks he was employed in the capacity of yard salesman by the Griffin Lumber Company of Hudson Falls for three years, while the two succeeding years were spent as superintendent in the planing mill of John W. Davis at Albany, New York.

It was in 1896 that Mr. Keyworth came to Gardner, Massachusetts, and entered the purchasing department of the Heywood-Wakefield Company, a chair manufacturing enterprise which he thus represented for a decade. On the expiration of that period, in 1906, he embarked upon an independent business venture in partnership with David R. Collier, organizing the Collier-Keyworth Company, which began the manufacture of go-carts in a small way, employing only a few men. The business steadily grew and in 1912 the company erected its present plant, which has floor space of one hundred thousand square feet. The concern is capitalized for eighty thousand dollars and Mr. Keyworth has filled the official position of treasurer since its inception. One hundred and fifty workmen are employed in the manufacture of carriage hardware, chair irons and wheel toys, and the high quality of the output has insured the continued expansion and success of this industrial enterprise. • Aside from his activities as treasurer thereof, Mr. Keyworth is also treasurer of the American Fibre Corporation of Gardner, vice president of the Simplex Time Recorder Company of Gardner and a director of the First National Bank.

On the 26th of December, 1896, Mr. Keyworth was married to Miss Sarah Elida Dewey, of Middlebury, Vermont. They are parents of three children, two sons and a daughter, namely: Edward C., who pursued his early education in the grammar and high schools of Gardner, is a graduate of Brown University and is now connected with his father's business and who married Miss Leonora Hewett, of Alfred, Maine; Robert Allen, who has completed grade and high school courses and is now a student in Dartmouth College; and Elizabeth, a grammar school pupil. The mother, Mrs. Sarah Keyworth, is an active member of the Woman's Club and also takes a helpful part in the work of various charitable organizations.

When Gardner became a city in 1923, Mr. Keyworth was chosen a member of the first city council, on which he served most acceptably for four years. During the period of this country's participation in the great world conflict he did effective work in all war drives and he was made chairman of the Red Cross. He belongs to the Benevolent and Protective Order of Elks and is also a worthy exemplar of the teachings and purposes of the Masonic fraternity as a member of Hope Lodge, A. F. & A. M.; Gardner Chapter, R. A. M.; and Ivanhoe Commandery, K. T. Mr. Keyworth, moreover, is a consistent member of the First Congregational church and greatly enjoys association with his fellow members of the Worcester Country Club, the Gardner Boat Club and the Oak Hill Country Club. Fishing, hunting and golf constitute his favorite forms of recreation.

JOSEPH W. MOTHERWELL

Joseph W. Motherwell is a widely known representative of industrial interests in eastern Massachusetts as vice president and general manager of the Ashton Valve Company of Cambridge, with which he has thus been officially connected for more than a quarter of a century. He was born in Lancaster, Ohio, August 16, 1872, a son of William and Charity (Pollard) Motherwell. His early education was acquired in the grade schools of Lancaster and Dayton, Ohio, while subsequently he attended the evening sessions and the engineering classes of the Young Men's Christian Association in Chicago, Illinois.

On taking up the practical and responsible duties of life Mr. Motherwell was first employed as a machinist and tool maker, later became foreman of a machine shop, then an erecting engineer, afterward a salesman of railroad supplies and in 1904 was made manager of the railroad sales department of The Ashton Valve Company. In 1911 he was elected vice president of the Ashton Valve Company of Cambridge, Massachusetts, and in 1922 assumed the duties of general manager, in which official capacity he has continued to the present time and has contributed largely to the steady growth and success of the business. He is also the vice president

of the Cambridge Industrial Association, a trustee of the Manufacturers National Bank Realty Trust and a director of the Harvard Trust Company.

In Chicago, Illinois, in 1894, Mr. Motherwell was married to Miss Rosa Wheeler, a native of London, England, born in 1870. She is a member of the Melrose Highlands Woman's Club and by her marriage she has a daughter, Ruth Wheeler Motherwell. A worthy exemplar of the teachings and purposes of the Masonic fraternity, Mr. Motherwell was eminent commander of St. Elmo Commandery, No. 65, Knights Templar of Illinois, in 1911-12, and thrice illustrious master of Siloam Council, No. 53, R. & S. M., of Illinois, in 1911. He is a member of the finance committee of the First Baptist church of Melrose, Massachusetts, and he also belongs to the Illinois Athletic Club of Chicago and to the Andover Country Club of Andover, Massachusetts.

FITCHBURG ENGINEERING CORPORATION

The Fitchburg Steam Engine Company was a corporation of the state of Massachusetts which has been doing business in Fitchburg, Massachusetts, since 1871, engaging in the manufacture of steam engines, thousands of which have been developed and built by it and placed in operation throughout this country and many foreign countries.

On December 31, 1929, this company was purchased by the Fitchburg Engineering Corporation made up of a group of men formerly employed by the Putnam Works of Manning, Maxwell & Moore, as follows:

William O. Forman, president; Ernest L. Fickett, chief engineer; Philip E. Arthur, factory manager; Oscar A. Stacy, superintendent; and Roland G. Holmes, sales manager. It is the intention of the new company to carry on the engine business as in the past and extend it if possible, also to add thereto a line of production machinery such as is used by the automobile manufacturers and the other industries turning out products on a production basis.

WILLIAM O. FORMAN

The life work of William O. Forman has been of an important character. He has always followed engineering and after filling various government positions of large responsibility he is now president of the Fitchburg Engineering Corporation of Fitchburg. Born in Cold Spring, New York, December 10, 1884, he is a son of George and Emma (Jaycox) Forman, of that place, and following the completion of his high school course he studied in the University of Nebraska, winning his Bachelor of Science degree in 1911. For four years thereafter he was mechanical inspector for the Chicago, Burlington & Quincy Railroad Company and was then with

the Interstate Commerce Commission from 1915 until 1919 in the capacity of mechanical engineer. Later he became corporate engineer in charge of the settlement of railroad claims against the government for the Boston & Maine Railroad, which claims accumulated during federal control. Having continued in that work until 1924, he then became mechanical superintendent of the same railroad and filed that office until 1927, when he became connected with the Shaw Crane-Putnam Machine Company, Inc., at the Fitchburg plant, a subsidiary of Manning, Maxwell & Moore, Inc., serving as general manager and active in developing new machines and tools for the automobile industry and railroad work until October, 1929, when he left to organize the new company. His experience has been of comprehensive character, and he is thoroughly familiar with the great scientific principles which underlie the design and manufacture of machinery and engines.

In 1913 Mr. Forman was married to Miss Helen Nelson, of Cold Spring, New York, and they have two children, Lois and William, aged, respectively, thirteen and eleven years. Mr. Forman is a lover of the out-of-doors and spends his leisure hours in the open. He is an Episcopalian in religious faith and is a Consistory Mason and member of Aleppo Temple of the Mystic Shrine. He belongs to the Fay Club and his public spirit is manifest in his association with the Chamber of Commerce. He also belongs to the Engineers Club of Boston and finds pleasant companionship in association with men who are working and thinking along lines similar to that to which he gives his attention.

JOSEPH A. LOWE

On the list of the many important and extensive paper manufacturing enterprises which have been developed in Massachusetts is found the name of the Falulah Paper Company, with plant on Falulah road in Fitchburg, and of this corporation Joseph A. Lowe is the treasurer. His identification with the business dates from 1905, at which time he became connected with an enterprise that had been established by his father. He was then twenty-two years of age, born in Fitchburg, January 20, 1883, a son of Albert N. and Emma (Palmer) Lowe. After completing a course in the Fitchburg high school he attended Amherst College and was graduated with the Bachelor of Arts degree in 1904, subsequent to which time he pursued a short law course at Harvard.

In 1914 Mr. Lowe became treasurer and general manager of the Falulah Paper Company, relieving his father, who, however, continued as a director of the company. In 1923 his brother, Erving F. Lowe, became president, while Joseph A. Lowe continued as treasurer, and he now owns the controlling stock. The business has grown steadily, the company specializing in the manufacture of coated cardboards, and its plant is equipped with the latest improved machinery to facilitate the work.



JOSEPH A. LOWE

Mr. Lowe has also become a factor in other business interests, being now a trustee of the Worcester North Savings Institution of Fitchburg, a director of the Safety Fund National Bank of Fitchburg and a director of the Service Mutual Liability Insurance Company of Boston.

In 1912 Mr. Lowe was married to Anne F. Kimball, of Wakefield, Massachusetts, who died in 1927. In 1928 he married Edith (Tilton) Thatcher. He holds to the faith of the Congregational church and is a member of the Elks, and while at college he was a member of Theta Delta Chi fraternity and was elected to Phi Beta Kappa Society. He is a trustee of the Burbank Hospital and is interested in many projects of a humanitarian and of a civic nature. He is a member of the Oak Hill Country Club, and the Fay Club, of Fitchburg, the University Club of Boston, and the Worcester Country Club. He served as mayor of Fitchburg in 1927-8, is a past president of the Fitchburg Chamber of Commerce and a director of the Young Men's Christian Association. He belongs to the Associated Industries of Massachusetts, of which he has been a director, and has membership in the National Association of Manufacturers, the Boston Chamber of Commerce, and the United States Chamber of Commerce.

ROBERT SANFORD RILEY

No list of Worcester inventors is complete that omits the name of the late Robert Sanford Riley, as during his all too brief career he gained for himself the reputation throughout the United States, as well as abroad, of being one of America's leading combustion engineers, and perhaps the greatest in that field. He was fifty-two years of age when he passed away in 1926, having been born in Hamilton, Ontario, Canada, July 26, 1874, a son of Robert Thomas and Harriet (Murgatroyd) Riley. Both his father and his mother were descended from a line of old Yorkshire (England) stock and his great-grandfather was an English officer in the Napoleonic wars. His father became a prominent banker of Winnipeg, Canada.

R. Sanford Riley spent his boyhood in the city of Winnipeg, where he attended the public schools and later the Collegiate Institute. Subsequently he entered the Worcester Polytechnic Institute, from which he was graduated with honors in 1896, receiving the degree of Bachelor of Science in mechanical engineering. In college he was president of his class, editor of the class book, played center on the football team and was a member of Sigma Alpha Epsilon fraternity. He served as an apprentice in mechanical engineering with the Northern Pacific Railroad at Winnipeg, Canada, from 1890 until 1893. For a decade following his graduation, from 1896 until 1906, he engaged in naval engineering, marine consultation and shipbuilding, identified with Cramp's shipyard and the New York Shipbuilding Company at Philadelphia and New York. He qualified for a commission in the United States Navy during the Span-

ish-American war and between 1898 and 1903 worked his way around the world as a marine engineer. He started from Cramp's shipyard in a ship which, as a draftsman, he had helped to design. He sailed the Pacific in the Empress Line and joined the United States Navy in Hong Kong. He went through the Boxer campaign and came home via the Indian ocean and Suez canal as chief engineer of the "Arethusa," a naval auxiliary used as a base ship for torpedo boats. On the Asiatic station Mr. Riley assisted in maneuvers under General Funston for the capture of Aguinaldo. He resigned as chief engineer in 1903 and left the sea to enter the employ of the New York Shipbuilding Company of Camden, New Jersey.

In 1906 Mr. Riley became manager of the American Ship Windlass Company of Providence, Rhode Island, serving in the official capacity of president until 1911. Here he had an opportunity to put his naval engineering experience to further use in the design of windlasses and steering engines; but he soon specialized on the Taylor stoker, then being manufactured by the American Ship Windlass Company in crude form as it had been left at the death of the inventor. Having been around fire rooms, ashore and afloat, all his life, Mr. Riley knew something of combustion. He thus became known as a pioneer in the commercial development of high capacity underfeed stokers, which have revolutionized modern boiler rooms. The fire room evidently had been neglected and had not shared the progress made in the engine room. Mr. Riley proceeded to redesign and improve the Taylor stoker and built up a large business. In 1911 Mr. Riley sold out his interests in the American Ship Windlass Company and later organized the Sanford Riley Stoker Company of Worcester, Massachusetts, to develop and market the Riley self-dumping underfeed stoker. By its use the capacity of many old boiler rooms has been tripled and in some new plants, like the Buffalo General Electric Company, the Riley stoker gives five hundred per cent of their nominal boiler output, a capacity which would have been deemed impossible a few years ago. The stokers developed by Mr. Riley have changed the dirty boiler room from the most undesirable part of the plant into a place which now attracts brains and not brawn. In the modern boiler room the stoker handles coal and ashes automatically, and obtains the maximum number of heat units from the coal with the result that boiler room labor is cut to a minimum, one fireman and one water tender being able to handle as high as ten thousand boiler horse-power. Mr. Riley had to his credit a number of inventions in marine machinery and boiler room equipment, especially stokers.

The company of which he was president was originally organized in 1911 as the Sanford Riley Stoker Company, the name being later changed to the Riley Stoker Corporation. In 1917 the company took over the Murphy Iron Works, of Detroit, Michigan, the oldest and perhaps the largest manufacturers of stokers exclusively in this country. In 1922 the Under-Feed Stoker Company of America was absorbed. This company was located in Detroit and manufactured a varied line of underfeed

stokers primarily designed for small boilers. In 1924 the business of the United Machine & Manufacturing Company, of Canton, Ohio, was combined with that of the Riley Stoker Corporation. This company manufactured a traveling grate stoker adapted for special fuels such as lignite, small sizes of anthracite, and coke. The Riley Stoker Corporation has developed a complete line of pulverized coal equipment. As a result of Mr. Riley's inventive skill, his name is well known among engineers throughout the world wherever coal in any form is burned. The following paragraph appeared in "Industry": "He had a genius for invention that seemed to some to be almost superhuman. No engineering problem was too vast for him to undertake and solve. Many of his products were revolutionary in the field of combustion, and almost uncanny in their well-nigh human operations. Coupled with his inventive capacity was a lovable personality, an intense interest in his fellowmen and a philanthropy which was exercised in an unostentatious manner to the great benefit of the citizens of the city of Worcester. His passing at the very height of his powers was a heavy loss to the heart of the commonwealth. As a tribute to his memory, his corporation associates, Messrs. F. Harold Daniels, D. K. Beach, Aldus C. Higgins, Charles L. Allen, George N. Jeppson and others have carried on along the same high ethical business lines that he laid down." Mr. Riley was also a director of the Norton Company and the Norton Grinding Company.

On the 26th of April, 1904, in Worcester, Mr. Riley was united in marriage to Katharine Elizabeth Higgins, of this city, and they became the parents of four children, namely: Robert Sanford, Jr., born in 1906; Katharine Elizabeth, born in 1907; Chapin, born in 1909; and Conrad Milton, born in 1914.

Politically Mr. Riley was known as a progressive republican, vitally interested in civic affairs. He made a commendable record as president of the Worcester Chamber of Commerce in 1918 and was reelected for 1919. In July, 1918, his services were called for by the Emergency Fleet Corporation under Charles L. Schwab. He organized a department for conducting trial trips and observing performance in service in connection with boats of the Emergency Fleet Corporation. In January, 1919, he turned over this so-called performance section to the permanent organization of the Emergency Fleet Corporation. Mr. Riley was president of the Worcester Alumni Association of the Worcester Polytechnic Institute, was vice president of the Worcester Young Men's Christian Association and a member of the American Society of Mechanical Engineers, the Engineers Club of New York, Engineers Club of Boston, Worcester Club, the Tatnuck Country Club, the Appalachian Club and the Alpine Club of America. He climbed some of the highest mountains in Switzerland and the Canadian Rockies. He was very fond of horses and kept a hunter for his own riding. He was a member of the American Institute of Naval Architects and Marine Engineers, and held the highest certificate of competency issued by the British Board of Trade—that of extra first-class engineer. He also held the highest United States certificate

as chief engineer for unlimited tonnage on any ocean. His untimely death was deeply deplored, for it seemed that many years of usefulness still lay before him. He was a consistent member of the Piedmont Congregational church, in the faith of which he passed away on May 7, 1926, leaving to his host of friends the memory of an honorable, upright and exemplary life.

FRED HAROLD DANIELS

Fred Harold Daniels, who succeeded Robert Sanford Riley in the presidency of the Riley Stoker Corporation of Worcester at the time of the latter's death in 1926, is thus at the head of the only concern manufacturing a complete line of stokers and pulverizers in New England. A native son of Worcester, Massachusetts, he was born September 9, 1887, his parents being Fred Harris and Sarah L. (White) Daniels. Excellent educational advantages were accorded him in his youth. On completing a course in Worcester Academy he entered the Sheffield Scientific School of Yale University, from which he was graduated with the degree of Bachelor of Philosophy in 1909, and two years later he received the degree of Bachelor of Science from the Massachusetts Institute of Technology. After a year's service in the engineering department of the B. F. Sturtevant Company of Hyde Park, Massachusetts, he became associated with R. Sanford Riley in the organization of the Sanford Riley Stoker Company, the name of which was subsequently changed to the Riley Stoker Corporation. He filled the official position of secretary until the death of Mr. Riley in 1926, when, as above-stated, he became president, thus controlling one of the largest productive enterprises engaged in the manufacture of combustion equipment, mechanical stokers and feeders. We quote from "Industry": "Positive evidence that New England is not on the decline is afforded when one studies the rise, growth and present development of the Riley Stoker Corporation, of Worcester, as there exist but two corporations in the United States carrying a complete line of mechanical stokers, as well as pulverized coal equipment, and the Worcester unit is the only one that markets a natural draft inclined grate type of stoker, thereby making its equipment even more complete than that of its competitor. The Riley Stoker Corporation is an amalgamation of a number of important concerns, the Worcester corporation first purchasing the units and good will of the Murphy Iron Works, of Detroit, Michigan, which concern was marketing the Murphy automatic furnaces; next, the Under-Feed Stoker Corporation of America, then located at Detroit, Michigan, which was supplying the market with Jones underfeed stokers; then the A. W. Cash Company, of Decatur, Illinois, and subsequently the United Machine & Manufacturing Company, makers of the Harrington traveling grate stoker, of Canton, Ohio, and still more recently the control of the Door-Motive Corporation, of Detroit. In these

purchases is noted the absorption by a Worcester corporation of the assets and good will of five middle western manufacturing units, and the control of a sixth, thus bringing to Massachusetts the production not only of Riley underfeed stokers, but also the Jones and Harrington types of stokers, and the Murphy automatic furnaces, providing New England with a completely rounded manufacturing unit in the combustion field as well as in pulverized coal installations." Combustion equipment furnished by the Riley Stoker Corporation develops an amount of power nineteen times the force of Niagara Falls—over six million boiler horse power. The corporation is capitalized for two million, five hundred thousand dollars, maintains branches in Canada, England, France and Germany and furnishes employment to six hundred men. Notwithstanding his heavy responsibilities as head of this mammoth industry, Mr. Daniels is a director of the Riley Engineering & Supply Company of Toronto, Canada, the Riley Stoker Company, Ltd., of London, England, and the A. W. Cash Company of Decatur, Illinois, vice president of the La Mont Corporation of New York city and a director of the Mechanics National Bank of Worcester, Massachusetts. He is also a trustee of the People's Savings Bank of Worcester and trustee of the Worcester Academy.

On the 2d of June, 1915, in Worcester, Massachusetts, Mr. Daniels was united in marriage to Eleanor G. Goddard, of Worcester. They are the parents of two children, Eleanor and Bruce G., twelve and five years of age, respectively.

Mr. Daniels rendered valuable service to his fellow townsmen as a member of the Worcester city council during the years 1916, 1917 and 1918. He has membership in the Rotary Club, the Chamber of Commerce, the Economic Club, the Worcester Country Club, the Worcester Club, the Tatnuck Country Club, the University Club, the Engineers Club of Boston, the Engineers Club of New York city, the National Metal Trades Association and the National Foundrymen's Association. In Masonry Mr. Daniels has attained the thirty-second degree of the Scottish Rite. Fishing and hunting, of which he is very fond, afford an even balance to that intense business activity which has placed him among the foremost representatives of industrial interests in the Bay State.

FRED W. CHIPMAN

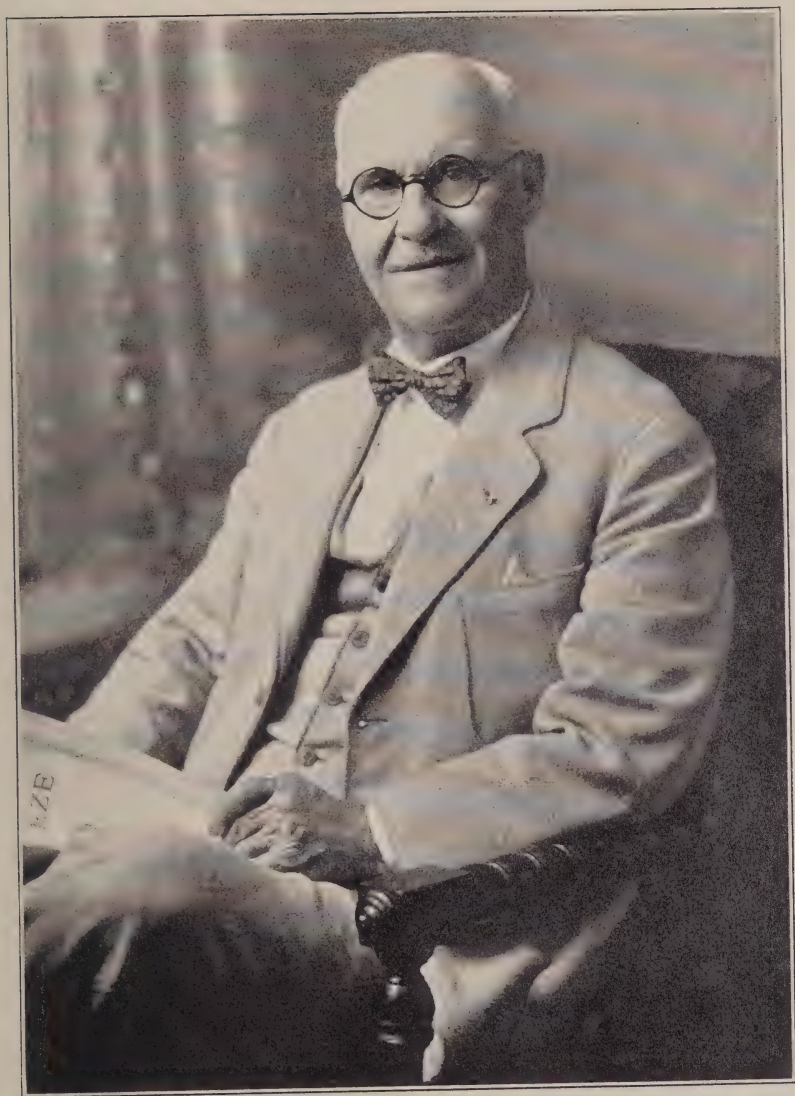
Fred W. Chipman, treasurer of the International Engineering Works, operating a mammoth plant at Framingham, was born in Boston, July 19, 1877. While spending his youthful days in the home of his parents, Joseph S. and Martha (Gill) Chipman, he attended the public schools and in 1896, when a youth of nineteen years, obtained employment in the B. F. Sturtevant plant, there remaining until 1898, when he entered the employ of Edward Kendall & Sons, who were the predecessors of the present International Engineering Works. Mr. Chipman was first assigned

to duty in the engineering department and then in the estimating department, and when the business was removed to Framingham he had advanced through various promotions in the intervening years to the position of general manager. In the meantime the company had reorganized under the name of the International Engineering Works, at that time a Canadian corporation, and the company was engaged in the building of steam boilers. In 1917 the business was purchased by American interests, the plan being originated by Mr. Chipman, who then incorporated the business under the laws of Massachusetts. Since that time he has been treasurer and general manager and has successfully directed the enterprise, which now has a large plant and has recently extended its trade relations by making extensive sales to Cuban sugar plantations. Its business within the United States is also steadily growing. Mr. Chipman deserves much credit for formulating the idea whereby the Canadian interests were taken over and the business has been developed as an American project, with constantly ramifying trade relations that make it an important center of industry in Middlesex County.

In April, 1922, Mr. Chipman was married to Marie Barrett, of Arlington, Massachusetts. He is a thirty-second degree Mason and member of the Mystic Shrine. He is a past president of the Rotary Club of Framingham and takes a deep and helpful interest in community affairs, co-operating at all times in matters relative to the general good, while at the present writing he is serving as a member of the finance committee of Framingham. He also belongs to the Chamber of Commerce and to the Framingham Country Club, while the line of his business activity has led him into membership association with the American Society of Mechanical Engineers. He deserves great credit for what he has accomplished, as he started out in the business world without capital but possessed of a laudable ambition and a determined spirit. Gradually he has worked his way upward and his life record should serve to inspire others, showing what can be accomplished when there is a will to dare and to do and a laudable purpose intelligently directed.

FRANK W. GORSE

In the growth of Massachusetts industries many lines of business have contributed to the results that have made this state outstanding as a manufacturing center of the country. Among the industries of Norfolk county is that of the Frank W. Gorse Company of Needham Heights, manufacturers of covered rubber thread, of which Frank W. Gorse is the president and treasurer. He has always lived in this locality save for a period of about seven years spent in Chicago, Illinois. He was born at Needham in 1866 and in his youthful days became a journeyman in the employ of his father, who was engaged in the manufacture of elastic hosiery, carrying on the business under the name of William Gorse &



FRANK W. GORSE

Company. The plant is located at Needham Heights and is still in operation.

After broad and thorough experience in that field which gave him an excellent understanding of business methods, as well as of his particular line of work, Frank W. Gorse left his father's factory to engage in business independently, locating first in Chicago and subsequently returning to Needham Heights. Here he established a factory for making covered rubber thread, and this he has since developed into a business of substantial proportions attended with gratifying success. The concern was organized under the style of the Frank W. Gorse Company and the official personnel is as follows: Frank W. Gorse, president and treasurer; Ray C. Hall, vice president and director of the managing board; and Harold A. Smith, assistant treasurer and director of the managing board.

It is said that all men have a hobby, and if this be true, Mr. Gorse finds his in Jacobin pigeons, which he raises and which he has exhibited both in this country and abroad with great success. For his exhibits in the Crystal Palace in London he has twice been awarded the King Edward cup.

In 1887 Mr. Gorse was united in marriage to Miss May Robinson, of Toronto, Canada, and they now have two daughters; Florence, who is the wife of Harold A. Smith; and Marion, the wife of Ray C. Hall.

Fraternally Mr. Gorse is a Knight Templar and thirty-second degree Mason and a member of the Mystic Shrine. He travels extensively, finding great pleasure in visiting points of historic, scenic and modern interest, and to indulge his love of travel he is largely giving over the management of his business to his sons-in-law, for his labors in previous years resulted in the establishment of a substantial manufacturing enterprise which has brought him well merited success.

SAMUEL CABOT

Samuel Cabot left an indelible impress upon the history of Massachusetts through the establishment and development of the roofing and roofing materials manufacturing business now conducted under the name of Samuel Cabot, Inc. He was a man of high ideals and of broad vision and he constantly held to the former, embodying his ideals in the conduct of an enterprise that developed many progressive steps in the field in which he labored.

Mr. Cabot was born in Boston in 1850. He supplemented his preliminary education by study in the Massachusetts Institute of Technology, which he entered in 1866, completing his course there in 1870. He afterward went abroad and in Zurich, Switzerland, continued as a student of chemistry for a time. He had become interested in the manufacture of coal tar products and in 1877 became actively associated with that field of production through the purchase of the business of James I. Cross, who

in 1842 had established the first coal tar boiling plant in America and who in the same year made the first flexible protective paint and black varnish. Taking over this business, Mr. Cabot at once concentrated his energies and brought his scientific training to bear upon its growth and expansion. His labors were immediately resultant. Great strides were made and in the course of time his company took over the business of the William C. Donald Company and the New England Felt Roofing Works. Mr. Cabot always remained to the end of his days a chemist and he taught his employes that chemistry was the fundamental foundation of the enterprise with which they were associated. The work of the laboratory has constituted the vital force in the development of the business. In 1882 the Cabot company brought out an invention known as shingle stains. Mr. Cabot also developed from the apparently worthless eel-grass what is known as Cabot's Quilt, the first insulator ever manufactured against heat, cold and sound and yet unsurpassed because of its insulating and fire-resisting properties and resistance to decay and disintegration. As the result of the continued research and laboratory work many new commodities having to do with roofing materials have been brought out, these being mentioned at length in connection with the sketch of the plant of Samuel Cabot, Inc.

Mr. Cabot remained not only an outstanding figure among the manufacturers of roofing and roofing materials but contributed in large measure to public progress through his active support of measures and projects which he deemed of vital worth to the community and commonwealth. He remained a notably strong supporter of the Massachusetts Institute of Technology and in 1889 was elected a member of the corporation. Three years later he was made chairman of the committee on the departments of chemistry and chemical engineering and continued to fill that position from 1892 until 1906. In 1905 he established the prizes for physical culture. When he passed away in November, 1906, Henry S. Pritchett spoke of his association with the Institute in the following:

"Others, who knew Samuel Cabot longer than I, have spoken of his integrity and his high-mindedness in business relations and in social life. I came to know him and to love him out of his relation to the Institute, a relation which had to do with its corporation, with its faculty, and with its students; and I venture to speak briefly of that part of his busy life and work.

"I came to the Institute six years ago; and amongst the first men whom I grew to know intimately was Samuel Cabot, or—as we loved to call him—Sam Cabot. My intimacy with him came about because, as a student of the Institute and as a member of its corporation, he had a hearty interest in all for which it stood and in all which it undertook to do. Any man who came as the president of the Institute was sure to come very quickly in contact with a man whose interest and whose service to the Institute was so direct and so constant.

"As chairman of the committee on the departments of chemistry and chemical engineering, he made of the committee an active agency for

stimulating and helping the work of the department. Visiting the departments often, knowing personally the instructors, bringing them together at his house year by year, he knew the department as few members of the corporation know the departments which they visit from year to year. It was this intelligent, faithful, devoted service which first drew me to him.

"It was, however, I think, his interest in the student problem, in the human side of the relations of the Institute, which most attracted me. His sympathy for the man who lived in a small room, cut off from social intercourse, living on limited means, working intensely to finish his course, was so keen and so genuine that I felt the greatest encouragement in talking over with him plans for the betterment of student conditions. Into all these plans he entered most intelligently and most heartily, giving not only of his means, but of his strength and of his time and of his service. He was one of those whom Lowell describes as giving himself with his gift.

"One of the immediate results of this interest was the gift to the Institute of his share of what is known as Cabot Field, the athletic field in Brookline which serves the purposes of exercise and of sport in our student life. This gift was a generous one in money, but it was still more generous in the attention and the care which he gave to it. But it had its greatest value from the ideal of sport and of play which he held up always before our students and our alumni, and which is voiced in the verse written by F. Gelett Burgess ('87) and placed, at Mr. Cabot's suggestion, above the gate given last year by the class of 1881,—

Not the quarry, but the chase,
Not the laurel, but the race,
Not the hazard, but the play,
Make me, Lord, enjoy alway!

"Through this genuine interest in the human problem which stands before the Institute, as it stands before all institutions of learning, Mr. Cabot was led into increasingly close associations with the students in their organizations and gatherings. I well remember the first time he went with me to an evening gathering and his half-humorous embarrassment at being called upon for a speech. I remember, with equal pleasure, as he went more and more frequently to such gatherings, how this shyness wore off, and he came to enjoy the chance to say a word, always brief and to the point, concerning the problems which confront the student in the day-by-day work. Anyone who knows young men knows that this kind of thing can be done only by him who loves it, and who feels that real love for men which enables him to come into a relation with them. There are few men whom it has been my good fortune to know who shared in such measure as Samuel Cabot that true comradeship with young men which enabled him quickly to put himself in relation with them. They came to know him and to love him, as we in the administration had come to do; and, when the student body asked the privilege of

coming to the last ceremony held over his body, the request was one which came out of a real affection for him.

"I like to remember that the last talk I had with him had to do with another project for ministering in a helpful way to student needs,—a project which came entirely from his own initiative and from his direct interest in the work and the life of Technology.

"As I look back over the six years of my intimacy with this friend, I realize that I have known few men whose lives show as beautifully as his showed that forgetfulness of self which blossoms into true service of men. Marcus Aurelius had a saying that there are three kinds of friends; one who does you a service and straightway charges it against you, that he may receive a return for it; a second friend, who does you a service, and who, while he does not charge it against you, nevertheless never forgets that he has done you a service; and, third, a friend who does you a service, and straightway goes ahead to do you another service, just as a vine having borne fruit goes on to bear other fruit. Samuel Cabot was one of the friends whom I have known who belonged to this third class; and in no other relation of his life has he shown this quality of friendship more effectively than in those relations which began as a student in 1866, and ended forty years later in the midst of a generous plan for helping other students."

SAMUEL CABOT, Jr.

Samuel Cabot, president of Samuel Cabot, Inc., with offices at 141 Milk Street, Boston, took over a business that had been established by his father and which for fifty-two years has featured largely in the industrial development of the state. The present chief executive of this concern was born in Brookline, Massachusetts, April 30, 1884, a son of Samuel and Helen Augusta (Nichols) Cabot. He pursued his early education in a boarding school, attending St. Mark's, and then entered Harvard University, from which he was graduated in 1906 with the Bachelor of Arts degree. In order to qualify for the duties which he expected to take up in connection with the business that had been established by his father he did special research work in the Massachusetts Institute of Technology. After leaving Harvard he entered the office of Samuel Cabot, Inc., and bent his energies toward acquiring an intimate, accurate and thorough knowledge of the business in its various phases. He has thus always throughout his business career been connected with the manufacture of roofing, roofing materials, paints, varnishes, etc. This enterprise has kept pace with the great strides that have been made when science has been applied to the development of manufacturing and industrial interests. The business was incorporated in 1907 and in 1909 Mr. Cabot was elected to the presidency, since which time he has filled this position of executive control and administrative direction. He is also a director of

the Sulpho-Napthol Company and president and a director of the New England Felt Roofing Works, being thus closely identified with the manufacturing interests of the state.

In Newburyport, Massachusetts, on the 16th of October, 1909, Mr. Cabot married Miss Nancy Graves, of that place, and their children are Samuel, Jr., Helen Augusta, Ann and Elizabeth. Mrs. Cabot is a member of the Chilton Club and the Nucleus Club.

Mr. Cabot joined the army in May, 1917, at Plattsburg, and became a major in the Three Hundred and Third Infantry Regiment and the One Hundred and Sixth Infantry. He was eight months in France and retired in May, 1919, being discharged with the rank of major.

Mr. Cabot became a member of the Delta Psi during his college days at the Massachusetts Institute of Technology, and his membership relations extend to the Fly Club, Tavern Club, Somerset Club, Chemists Club, Harvard Club of Boston, the Harvard Club of New York and the Country Club. He is identified with the Unitarian Church and he finds his recreation in outdoor activity, in chopping wood, in mountain climbing, in a game of tennis and in fact in outdoor sports of all kinds, which keep him physically alert and mentally strong—ready to meet the constant and the strenuous demands that are made upon him as the directing agent of one of the chief productive industries of Boston.

CHARLES I. NEWTON

For two decades Charles I. Newton has been connected with the business in which he is now engaged and at the present time is serving as treasurer of the New England Envelope Company. He was born in Boston, September 19, 1874, and is indebted to the public school system of his native city for his educational advantages. He came to Worcester to fill the position of bookkeeper in the accounting department of the Norton Company, with which concern he remained for seven years, and in 1909 became identified with the New England Envelope Company in the accounting department and as sales manager. Thus he continued to serve until 1924, when he was elected treasurer of the company and has since largely directed its financial policy and looked after its financial interests.

At Worcester, September 14, 1904, Mr. Newton was married to Miss Agnes B. Curtis, of that city, and they became the parents of three sons and a daughter: Lawrence I., twenty-two years of age, who was graduated from the Worcester High School and is now a member of the class of 1930 in Clark College; Stanley C., twenty years of age, who attended the Worcester High School and is now with the Baldwin Chain Company; Elizabeth M., twelve years of age; and Richard D., a boy of ten. For twenty years the family has lived in Auburn.

Mrs. Newton is active in the affairs of the Auburn Woman's Club and in church and charitable organizations. She is now serving as chair-

man of the welfare committee of the Auburn District Nurse Association. Both Mr. and Mrs. Newton are affiliated with the First Congregational Church of Auburn and he is a member of its standing committee. For six years he has been a member of the Auburn school committee. His membership relations include the York and Scottish Rite bodies of Masons and Aleppo Temple of the Mystic Shrine, and he also belongs to the United Commercial Travelers, the Advertising Club, the Kiwanis Club, the Safety Council and the Chamber of Commerce. He regards as a matter of vital concern every movement or project that is instituted for the benefit and upbuilding of the community along intellectual, social, civic and moral lines.

GEORGE FRANCIS BOOTH

George Francis Booth, vice president and treasurer of the Worcester Telegram Publishing Company, has been continuously identified with journalistic interests since the beginning of his business career and has become widely known in this field. He was born in Hartford, Connecticut, November 11, 1870, a son of William Henry and Eliza (Jackson) Booth, and acquired a public school education in his youth. After putting aside his textbooks he entered the newspaper business, which has since claimed his attention and in which he has won well merited recognition and success as a Worcester journalist. He became managing owner of the Evening Gazette in 1899 and in addition is now publishing the Worcester Telegram, a morning paper, and the Sunday Telegram. Some idea of the scope and breadth of his interests may be gained from the fact that he is a director and member of the executive committee of the Bankers Mortgage Corporation, a director of the Bancroft Realty Company, a director of the Morris Plan Bank, a trustee of the People's Savings Bank, past president of the Worcester Chamber of Commerce, a trustee of the Worcester Polytechnic Institute, past president of the New England Newspaper Alliance and president of the New England Daily Newspaper Association.

On the 18th of November, 1896, in New Haven, Connecticut, Mr. Booth was united in marriage to Minnie L. Welles and they are the parents of a daughter and two sons, namely: Doris Welles, the wife of Edwin C. Butler; Howard Mason; and Robert Welles.

Actively and helpfully interested in public affairs, Mr. Booth was a delegate to the republican national convention in 1924, served as a member of the metropolitan water supply investigating commission from 1924 until 1926 and was chairman of the Worcester parks and playground commission from 1911 until 1926. He is a Congregationalist in religious faith, is a past president and member of the finance committee of the Worcester Young Men's Christian Association and was made the first president of Worcester Council of Boy Scouts. He was formerly president of the



GEORGE F. BOOTH

Chamber of Commerce. In fraternal circles he is known as a Knight Templar Mason, and his name is on the membership rolls of the Worcester Club, the Economic Club, of which he is a past president, the Worcester Country Club, the Tatnuck Country Club, the Wachusett Country Club and the Boston City Club.

JAMES J. RAE

Honors and prominence have been accorded to men who have given generously to philanthropic and benevolent interests, but a careful survey of the conditions which affect humanity must lead one to the conclusion that the individual is most worthy of credit and recognition who contributes something of value to mankind at large, and the members of no one class deserve greater credit in this respect than those whose inventive genius has given to the world devices which save labor and promote production. It is in this connection that James J. Rae should be mentioned. He is the president and treasurer of the Lombard Machine Company of Worcester and his inventive genius has produced machinery of great value in woolen card manufacturing.

Born in Scotland, October 9, 1876, he is a son of George and Janet (Patrick) Rae and when a small boy accompanied his parents across the Atlantic, the family home being established in Northfield, Vermont, after which he attended the grammar and high schools of Northfield and of Salem, New Hampshire. His entire life work has been directed along a single line, whereby he has attained a notable point of efficiency. He began work in the card room of a woolen mill in 1887 in New Hampshire, with the idea of learning the business and there remained for one year. He was afterward in a woolen mill at Goffs Falls, New Hampshire, in the same capacity for five years and had become overseer of the card room when but eighteen years of age. He later obtained a position in the card room of a mill at Passaic, New Jersey, which was using the latest improved machinery, and thereby he gained further experience and knowledge. Next he was overseer of a card room in Cherry Valley, Massachusetts, for two years, after which he was made superintendent of the Channing-Smith mills, with which he remained for twelve years. It was during that period that he invented the Rae system of carding, installing his system in their mill and thereby saving the company much in labor and money, for the system proved an immediate success. In 1905 he bought the business of the Lombard Machine Company of Worcester, thereby acquiring a small shop in which three men were employed. Since that time the business has grown rapidly and employment is now given to fifty workmen. All through his life Mr. Rae has studied the question of improvement of machinery and he invented a double intermediate feed and also a roving spooler which saves the mills over fifty per cent in labor in the manufacture of double twist yarns, and recently he has pro-

duced a new improved double apron condenser. In connection with the Lombard Machine Company he is the inventor, engineer, designer and draftsman who is continually progressing. The important improvement in woolen cards which he offered to the trade and which is his own invention consists in a new arrangement of the workers and strippers by which the carding contacts of the machine are greatly increased in number and efficiency. The capacity of a card is limited by two factors—the ability to card the material properly and the capacity to condense the roving after it comes from the finisher doffer. The important improvements in condensers during recent years have placed the condensing power of the cards far beyond the carding power and it is to increase the latter that the Rae system was devised. In this the workers are arranged in pairs and with a stripper for each pair. The stock passes from the cylinder to the first worker of the pair, from which it is taken by the stripper and delivered to the cylinder again. The material is then carried by the cylinder to the point at which it is delivered to the second worker, by which it is carried around and delivered to the same stripper that serves for the first worker. The stripper thus carries two thicknesses of material, one from each worker, and delivers it to the cylinder. This process is repeated at each pair of workers. By this method a greater number of workers can be used on a card than with the old system by which there was a stripper for each worker. Today the ten Rae workers are served by five strippers. The Lombard adjustable arc workers or strippers, irrespective of size, and all top work, may be spaced around the cylinder and changed at will, this being accomplished through the simple adjustment of a movable plate with set screws secured to a slotted arch. The Lombard Machine Company produces carding machines for single worsted cards, for double worsted cards and for worsted cards with breast or lickerin, balling heads for worsted cards, carding machines for wool, for shoddy and for cotton waste, finisher doffer dickies, spool stands for finisher cards, rubb roll condensers, apron and roll condensers, double apron condensers, garnet breasts for cards, garnet cylinders rewound, single burring machines, double burring machines, burr cylinder and lick-erins, doffer combs, fillet winders, fillet winches, card clothing, Bramwell feeders for worsted, for wool, for hosiery and for shoddy, Bramwell feeder spike aprons doubling-up systems, adjustable arches, card grinders, straight edges or turning rests, shoddy pickers, common wool dusters, cone dusters, willowers, waste dusters, creels, and the Lombard-Landry high speed worsted and woolen loom. During the World war period the products of the Lombard Machine Company were shipped on priority orders to the manufacturers of war material such as was needed for military purposes. In addition to his connection with the Lombard Machine Company, Mr. Rae is also president of the Bancroft Woolen Yarn Company.

On the 24th of June, 1903, in Manchester, New Hampshire, Mr. Rae was united in marriage to Annie C. Quinlan. They are the parents of five children, namely: Dorothy, born February 11, 1905, who is a graduate of the South high school of Worcester and Simmons College of Bos-

ton; Harriet, who was born June 19, 1907, and is a graduate of the High School of Commerce in Worcester; Rita, born January 14, 1910, who is a graduate of the South high school and is now attending the State Normal School of Worcester; Donald, who was born June 14, 1914, and is now a student in the Classical high school of Worcester, and Marjorie Mary, born in November, 1917.

Fraternally Mr. Rae is an Elk and his social nature is expressed in his connection with the Hillcrest Country Club. He is particularly fond of baseball but life has for him few leisure hours, as the greater part of his time is spent in working on new inventions. With his understanding not only of all practical phases of machinery but also of the great scientific principles underlying it, much can still be expected of Mr. Rae, who already has given to the world devices of great value.

HARRY CHERRILL COLEY

Harry Cherrill Coley, secretary and treasurer of the Howard Brothers Manufacturing Company of Worcester, manufacturers of card clothing and wire heddles, was in 1899 an office boy with the organization of which he is now an official. The story of his life contains much of inspirational value, as it indicates what can be accomplished through individual effort, fidelity to duty and a progressive spirit.

Mr. Coley was born in Worcester, where he still resides, on the 7th of April, 1885, and is of English lineage, for his parents, Henry and Ellen (Cherrill) Coley, were natives of Kidderminster, England. Having acquired a public school education in Worcester, Harry C. Coley then turned his attention to the business world and secured employment as an office boy with the Howard Brothers Manufacturing Company. He worked diligently and persistently, won promotion from time to time and eventually became bookkeeper, while subsequently he served as office manager. In 1911 he was elected secretary of the company and in 1916 was chosen treasurer, which is his present official connection with the business. He fills both offices and he also looks after sales, making occasional trips on the road, following up the eight men who are the traveling representatives of the house. He is familiar with every branch of the business and his long connection therewith enables him to speak with authority concerning its management and the operation of the plant.

On the 24th of January, 1910, in Worcester, Mr. Coley was married to Miss Florence Dodge, of this city. They have become parents of four daughters: Virginia, eighteen years of age, who was a student in the Bancroft School and is now a sophomore in Middlebury College; Margaret, Elizabeth and Harriett, all Bancroft students.

Mr. and Mrs. Coley hold membership in St. Matthew's Episcopal church and he was the first choir boy of the church in 1894. For the past eighteen years he has been a director of the choir, which is one of

the finest in the east. He is a past director of the Rotary Club, a member of the Chamber of Commerce and a Mason who belongs to the Worcester County Commandery, K. T., to Massachusetts Consistory and to Aleppo Temple of the Mystic Shrine. He served as the first president of the Worcester Association of Credit Men when it was established many years ago. He has led a most busy, active and useful life and in earlier years worked from 6:30 in the morning until six o'clock in the evening. He is still very active in business, giving the major part of his time and attention to his activities as an official of the Howard Brothers Manufacturing Company, with which his advance from the position of office boy indicates his capability and the possession of many sterling qualities.

PINKHAM PRESS

The Pinkham Press of Boston had its origin in the organization of the firm of C. A. Pinkham & Company by Charles A. and Herbert W. Pinkham, who embarked in the printing business in March, 1882. They began on a modest scale, the entire outfit consisting of two small job presses, a second-hand paper cutter and a few fonts of type. For two years the partnership between the two brothers was maintained, during which time their patronage steadily increased and the plant came to include three job presses and a cylinder press.

In 1884 H. W. Pinkham left the firm to become the treasurer of the Wollaston Cooperative Bank, which position he still holds. The printing business, however, was continued by C. A. Pinkham under the original firm name. Its activities were gradually expanded to include other lines not ordinarily handled by a job printing plant. Among these, new at that time, was the manufacturing of manifold sales slips such as are now in common use in all dry goods and other large retail stores.

The first system to be installed was that of the Jordan Marsh Company, followed by those of R. H. White, Shepard Norwell & Company and others. At that time there was no machinery to be had such as was needed for this work and Mr. Pinkham was obliged not only to have it made to order for the purpose but to invent it as well. The new machinery, however, produced under his direction worked satisfactorily and the business grew, extending to New York, Cincinnati and other large cities. Two years later the Lamson Store Service Company became interested in the sales-slip branch and afterward purchased the entire department, including the special machinery designed for this particular work. The sale of this department enabled Mr. Pinkham to devote his entire time to the other branches of the business and to increase the mechanical equipment needed to handle publishers' work and magazine printing. It was then that the words "Pinkham Press" were first used as an imprint. The firm was printing at one time nineteen different magazines, so that the imprint was even then quite widely known. The




CHARLES A. PINKHAM

whole printing industry was just on the eve of a great change—from manual to mechanical methods of production. The newspapers soon began putting in linotype machines; two of Boston's dailies had installed them, but there were none in the city outside of the plants of those two papers. Realizing the advantages of this invention for the better grade of printing, the Pinkham Press put in five of these machines. These were the first to be used on magazine or book work in Boston, and among the first to be so used anywhere in this country.

A little later the Lanston monotype machines were invented and the first experimental machines were brought to Boston by Mr. Lanston and set up in the Pinkham plant at 289 Congress street, just across from where the Pinkham Press is now located and where the business has been conducted for the last sixteen years.

It was not until 1911 that the name "Pinkham Press" was adopted as the official name for the organization. In that year the business was incorporated under the laws of Massachusetts as Pinkham Press, with C. A. Pinkham as the president and Joseph B. Hall, treasurer. The following year, however, Mr. Hall's interest was acquired by Philip Cabot, while George H. Stephens became treasurer, to be succeeded later by William D. Kellogg. This association continued until 1919, when C. A. Pinkham acquired the entire holdings of the other stockholders. In 1918 Max O. Pinkham joined his father in the business and six months later the other son, Robert S. Pinkham, came into the organization. At the present time the Pinkham Press is owned and managed entirely by Mr. Pinkham and his two sons.

The year 1932 will mark the fiftieth anniversary since C. A. Pinkham & Company started. The trade-mark of the Pinkham Press  is now well known all over New England and especially in its home town, Boston. The plant is one of the best equipped in New England, having the very latest machinery and typographical material obtainable, together with an organization which knows how to use them.

WORCESTER PRESSED STEEL COMPANY

Marked indeed are the changes which have chronicled the world's industrial progress and nowhere has the pioneer spirit been more manifest than in Massachusetts—that spirit which seeks out new fields, new methods and introduces new ideas to the general benefit of mankind. In such a work the Worcester Pressed Steel Company has been an important factor. It has reached out along new lines with results that are most gratifying and which have proven most beneficial in the industrial life of the country.

More than a century ago punch presses were operating in the manufacture of washers in Worcester and after a time they were used for

making flat stampings, but it was not until many years later that there was any notable expansion in this field of activity. At that time an idea, fostered and developed into a process by the hard work, enterprise and application of the mechanical genius of two Worcester mechanics and an inventor, was covered by initial patents issued to J. H. Cole in 1868. This process covered the cold working and forming of seamless ferrules from sheet metal by the use of dies and punches in punch presses. A partnership was formed by Messrs. Mathews, Bennett and Converse under the name of the Worcester Ferrule & Manufacturing Company in 1882 and they continued the work of devising new applications of this process. The frames of early safety bicycles were built from tubing and fully machined drop forgings. The Worcester Ferrule & Manufacturing Company designed and developed the tools necessary to make the frame connections by punch press methods with the final result of reducing the cost of the frame and bringing the bicycle within the purchasing reach of everyone.

In 1904 this business was purchased by a group of successful and progressive Worcester men who organized the Worcester Pressed Steel Company and incorporated the enterprise under the laws of Massachusetts. They have continued to conduct the business to the present time. Expansion rapidly followed the building of a new plant on a thirty-acre tract of land adjacent to the tracks of the Boston & Maine Railroad near Barbers Crossing. Since that time forty-seven acres additional have been purchased, new buildings have been erected and equipped with modern machinery and processes have been improved and special equipment installed until the undertaking has been developed into a million-dollar enterprise, retaining all the while the cardinal principle upon which its success was built—that of directly serving other manufacturing lines such as textile, electrical, farm and dairy, motorcycle, automobile, oil burning, aeroplane, radio and other metal industries.

In the early days of punch-press work the only available material was hot rolled steel sheets, usually imported from Sweden, or brass sheets. Steel sheets had a poor surface and were not accurate in gauge. With the development of the punch press business, or stamping business, as it is now better known, the steel mills began to improve their old products and to develop new processes. Strip steel, first hot rolled and then cold rolled, became available and the quality and accuracy of stampings reflected the improved quality of the raw material available. Stampings are now made with an accuracy so great that the variations can only be detected with measuring instruments of the utmost precision. The demand for better quality cold rolled strip steel increased to such an extent that in 1913 it became necessary for the Worcester Pressed Steel Company to build a complete cold rolling mill. This auxiliary plant, with the steel stores building, pickle house and annealing house and mills, has a monthly capacity of one thousand tons of cold rolled strip, ranging from .005 to .500 inches and in widths from three-fourths to thirteen inches. A large portion of the output of the plant is sold to many other concerns making pressed steel parts. The Worcester plant is completely equipped with

powerful modern machinery of the highest efficiency for producing pressed steel parts in competition with parts machined from drop forgings and castings. Pressed steel gains its market impetus largely because it is a much lighter and stronger product, more easily finished, and can be produced at a fraction of the cost of other methods of manufacture. Such parts as are fabricated with dies and punches in presses are produced in duplicate at high speed, thus effecting a saving of labor and material, and resulting in real economies.

The value of the manufacturing and business methods of the house is indicated in the rapid growth of the business, which has necessitated doubling the capacity of the plant on four occasions within the last two decades, while invention and adaptation of new methods and the design and addition of special new machinery have all played their part in the development of this vast enterprise. The progressive spirit behind John W. Higgins, president of the company, and his associates is shown in the fact that in 1906 the first acetylene torch was imported from France by the Worcester Pressed Steel Company and used to weld together several stampings. From that time forward their business in welding has increased until today they have a complete welding department, equipped with the latest and best types of foot controlled welding machines, electric welding presses, arc welding machines and acetylene welding torches.

In every other department the new has replaced the old as invention and improved processes have done away with old methods. Today there are new presses with automatic feed, operating at one hundred and fifty strokes per minute, to replace the older presses running thirty strokes per minute. There are presses equipped with Marquette air cushions, taking the place of double action presses for drawing stampings from light gauge material. In the tool room, where the dies or tools are made, there has been installed a Keller automatic profiling machine which works automatically to .0001 inches and is operated by five separate motors, each controlled from a central switchboard. On it certain dies can be machined in two and one-half hours that with any other machine or method would require not less than thirty-five man hours. Other precision machines are the Pratt and Whitney jig borers, which enable a mechanic to lay out holes and bore them with an accuracy of .00005 inches. In the stamping division are found presses ranging from the small high speed types for light work to huge presses of one thousand tons pressure, using a blank forty-eight inches in diameter for drawing work and fifteen hundred tons pressure for cold forging. In fact there is no department of the plant which lacks the most perfect equipment that can be secured for the kind of work to be done. Its electric hardening furnaces are mounted with the Rockwell dilatometers. The testing laboratory is an important adjunct.

In the manufacture of stampings by the Worcester Pressed Steel Company, not only steel but other ductil metal is used. Stampings of steel, copper, brass, aluminum, monel metal, zinc, nickel, or stainless steel are made in quantities to meet the requirements of manufacturers of auto-

mobiles and automobile accessories, building hardware, household utilities, radios, textile machinery, electrical apparatus, farm and dairy machinery, airplanes, etc. The plant has a total floor space of over two hundred and fifty thousand square feet, with a private side track from the Boston & Maine Railroad. In a period of almost a half century there has never been a shut-down, strike or failure, and many of the first employes are today on the pay roll. The original capital of fifty thousand dollars has been increased to six hundred thousand dollars and employment is furnished to about four hundred workmen.

It would give but a one-sided view of this plant, however, to speak merely of its equipment, its processes, its output and its trade relations, for back of the enterprise is an ideal. Its president has long been a close and earnest student of art as displayed in the craftsmanship of the steel worker and it is his purpose and that of his associate officials and managers, in as far as possible, to again introduce the art idea into metal work. They realize fully what may be accomplished in beauty of design, finish and workmanship and feel that the art idea should have its place in the home and in the commercial organizations as a supplement to practical utility. In this connection the company has built and equipped a free public museum of metal work to which extended reference is made in connection with the life history of John Woodman Higgins. Constantly reaching out along lines of expansion, improvement and high service, the company has become one of the foremost operating in New England and a most prominent and valued factor in the industrial development of Massachusetts.

JOHN WOODMAN HIGGINS

Among Worcester's foremost citizens and honored native sons is numbered John Woodman Higgins, whose connection with the state industries is that of president and treasurer of the Worcester Pressed Steel Company, conducting the largest metal stamping business in New England. In all of his work he has been actuated by high ideals of service and of achievement, with the belief that in development even along commercial and industrial lines art should have its part as a feature in the progress of man. This belief has actuated him in all that he has undertaken and his influence has been a stimulating effect in the labors of others.

Mr. Higgins was born September 1, 1874, a son of Milton Prince and Katharine (Chapin) Higgins. His father, the first man appointed to a professorship in the Worcester Polytechnic Institute, was head of its mechanical department for twenty-eight years. In the acquirement of an education John W. Higgins attended public and private schools in Worcester and in Atlanta, Georgia. Following his graduation from the mechanical department of the Worcester Polytechnic Institute in 1896, he obtained a clerical position with the Plunger Elevator Company, of which

he was subsequently made traffic manager and then superintendent. When this concern sold out to the Otis Elevator Company in 1904, Mr. Higgins purchased the business of the Worcester Ferrule & Manufacturing Company and became its secretary and manager. In the same year he associated with him a number of the leading and successful business men of the city, and they reorganized the business and incorporated the concern under the name of the Worcester Pressed Steel Company, Mr. Higgins continuing in the same official connection until he was advanced to treasurer and president. From that time to the present he has been the guiding spirit in the development of the business, a history of which is given on another page of this work, and his progressiveness has been continuously manifest in improved methods and processes, while the success of the undertaking is evidenced in the continual expansion of the plant to meet the requirements of the trade. The punch press work has been developed to a notable point of efficiency, quality and safety, and the powerful modern machinery today produces pressed steel parts unsurpassed by the output of any similar enterprise of the entire country. Its output is used extensively by other manufacturers, including representatives of the textile, electrical, farm and dairy, motorcycle, automobile, oil burning, aeroplane, radio, and other metal industries, and in every line of its production the output measures up to a hundred per cent standard as gauged by the latest methods. While the story of the development of the business is given on another page of this work, it is interesting in an analysis of the business to recognize certain qualities and features in the management. In a continuous existence of more than forty-five years there has never been a shut-down, a strike or a failure at the plant. The absence of all labor troubles is indeed incontrovertible proof of the consideration shown by Mr. Higgins and his associates to those in the employ of the company. Good wages under the American open shop plan of management permitting comfortable living conditions and promotion on merit have brought satisfaction to their representatives and there are a number of men still at the plant who have been in the employ of the Worcester Pressed Steel Company and its predecessor from the beginning. Then, too, its satisfied patrons have been its best advertisement, until now the company is serving thousands of customers in this country and abroad. Mr. Higgins continued to act as secretary and manager until 1910, when he was elected president and treasurer, and through the intervening period he has bent his energies to administrative direction, to executive control and also to the infusion of his own high ideals concerning artistry in steel production into the work.

Believing that beauty as well as utility should constitute a phase of industrial development and progress, Mr. Higgins has founded The John Woodman Higgins Armory, Inc., a free public museum of metal work housed in a unique building at Barber avenue and Randolph road, which was completed in the spring of 1930. The museum building was placed near the plant of the Worcester Pressed Steel Company that visitors to the museum might see the practical adaptation of ideas there brought out.

The building contains an historical library and a collection of objects illustrating the progress of the art of metal working from its earliest beginnings to the present time. In his European travels Mr. Higgins was impressed by the fine industrial museums in England and on the Continent, which preserve the superior products of industrial art of all epochs and foster the study of their craftsmanship. He became convinced that Worcester, a center in the metal working industries of the United States, should have such an institution and through his efforts an adequate endowment was obtained together with the thousand objects of art which he collected for the museum, which is open daily free to the public. The building, two hundred by fifty feet, is five stories in height, the upper half being devoted to the museum and library, with glass on all four sides. Here Mr. Higgins has assembled a collection probably unsurpassed by that of any individual antiquary whose interests cover the same field. As he expresses it, "the future of metal working industries in New England is dependent upon the amount of art that can be built into their products. No workmen more skillful, nor living conditions more agreeable can be found in any part of the country. Present markets are restricted only by the cost of transporting raw materials and finished products. Articles that are artistic as well as useful, whose manufacture requires a high degree of craftsmanship, will have a correspondingly high market value per pound. Consequently, the extent of the markets for such products is less restricted. They may even enjoy an unchallenged, world-wide demand." New England's history bears out the views of Mr. Higgins, for in the early days her products were those of the blast furnaces. These gave way to others having a higher value per pound and each in turn was succeeded by a line of manufactured goods that showed a steady development. Even prior to the Renaissance the making of armor was one of the fine arts and Mr. Higgins believes that the same high craftsmanship can be introduced into the steel products of the present age. He feels that every trade and profession should have its museum to which boys might go for occupational guidance, and stimulated by this belief he has developed this museum and library that he might inspire the artisan with a pride in his work and a vision of its future. His collection begins with relics of the Stone Age and traces the elaboration of arms and armor through the dawn of history to the Christian era, through the dark ages, the Renaissance and down to the present age of steel helmets and battle-ship plating. The museum contains the largest collection of medieval armor—forty suits—in New England and one of the largest in the country. Mr. Higgins, however, feels that he has only just begun and expects to devote many years to the completion of the collection. A large part of the exhibits date from the sixteenth century, yet there may be seen arms and armor representative of periods from the early Greek wars down to the present. In addition to complete suits of steel armor, there are numerous specimens of chain mail, dating from the eleventh to the thirteenth centuries, some of it so fine that it looks like a woven fabric, though each link was hand forged and hand riveted. One helmet of bronze dates

to 700 B. C. in Greece and others to pre-Christian centuries in Roman history. There are battle axes, spears, halberds and tilting lances, German tilting armor and Gothic armor as late as 1500. In carrying out his ideas Mr. Higgins has supplied the museum with period furniture, tapestry, stained glass and sculpture, appropriate to each exhibit, for a background. The library contains books, manuscripts and illustrations on methods of metal working from the earliest times, and here a student or interested person has every opportunity to study what has been accomplished along this line.

Some idea of the scope and breadth of Mr. Higgins' interests and activities aside from business may be gained from the following list of organizations to which he belongs: Sigma Alpha Epsilon fraternity; American Society of Mechanical Engineers; American Institute of Mining & Metallurgical Engineers; American Society of Automotive Engineers; American Society for Steel Treating; American Iron & Steel Institute; The Army Ordnance Association; National Metal Trades Association (ex-vice president and councillor); New England Council; American Association of Museums; Governor & Co. of the Massachusetts Bay in New England; Business Historical Society of Boston; New England Historic Genealogical Society; Society of Mayflower Descendants; Institute of American Genealogy; English Speaking Union; Worcester Art Museum; Metropolitan Art Museum of New York; Worcester Aeronautical Society; Sons of the American Revolution; Chamber of Commerce of Worcester (ex-director); Congregational Club of Worcester (ex-officer); Piedmont Congregational church (standing committee and chairman finance committee); Young Men's Christian Association (director and ex-president); Associated Industries of Massachusetts (ex-vice president and councillor); Worcester Historical Society; Worcester Club; Tatnuck Country Club; University Club; Turkey Hill Riding Club; Quinsigamond Boat Club; Engineers' Club of New York; Armor & Arms Club of New York; Wianno Club; Abneagui Golf Club of New Hampshire; Prout's Neck Golf Club of Maine; Players' Club of Worcester; Economic Club of Worcester; Rotary Club of Worcester; Appalachian Mountain Club; Home Market Club; Massachusetts Audubon Society; Worcester Natural History Society; Worcester County Musical Association; Massachusetts Society for Prevention of Cruelty to Children (director); Playground and Recreation Association of America; Boy Scouts of America (councillor); Worcester Polytechnic Institute Alumni Association; and the Laymen's League.

On the 17th of January, 1906, Mr. Higgins was united in marriage to Clara Louise Carter, daughter of Thomas W. Carter. They are the parents of two sons and a daughter, namely: Carter Chapin, born October 15, 1914, who is a graduate of the Bancroft School of Worcester and the Fessenden School of West Newton, Massachusetts, and is now attending St. Paul's School at Concord; Bradley C., who was born November 20, 1916, and is attending the Indian Mountain School; and Mary Louise, who was born May 15, 1919, and is attending Bancroft School. The wife and mother is chairman of the Garden Club, a member of the executive

committee of the Worcester Civic Federation and a member of the Community Chest teams. There is no phase of Worcester's development in which Mr. and Mrs. Higgins are not interested and along various lines he has given hearty cooperation to projects of public worth. The spirit of the pioneer is his in that he has blazed trails which others have followed. His path has never been strewn with the wrecks of other men's failures. He has ever builded along constructive lines, has sought progress and the story of his life is one of notable and inspirational achievement.

HOWARD BROS. MANUFACTURING COMPANY

Since 1866 Worcester has been famous for the production of machine card clothing for it was in that year that the present Howard Bros. Manufacturing Company was founded by C. A., A. H., and John P. Howard, and the enterprise operated as a partnership until 1888, when it was incorporated.

In 1892 the concern erected its present factory, in which machinery of its own construction and much of it of special design, was installed, and it now occupies upwards of 70,000 square feet of manufacturing space.

The research department of the corporation has developed Tuffer card clothing to a point where the product has become one of its leading commodities. Continued tests of card wire and foundations, with emphasis on the toughness, strength, temper, carbon properties, grinding operations, smoothness, and uniformity of the wire, and the building of specially constructed foundations, made in the company's plant, from carefully selected cloths produced in American mills, and the use of oil-proof glue, thereby contributing to the flexibility of the foundations, have enabled the concern to control the American market for Tuffer card clothing, it being the only manufacturer of this commodity.

Heddles for weaving and hand stripping cards are also produced, and the company operates branches in Atlanta and Philadelphia.

Herbert Midgeley is president and general manager, and Harry C. Coley, is treasurer and secretary of the corporation, which has capital of \$300,000 and employs upwards of 125 operatives.

ALBERT H. HOWARD

In 1865 Albert H. Howard became identified with manufacturing interests of Worcester by entering the employ of the Sargent Card Clothing Company. A year later he became a partner in a business enterprise that developed with the passing years and was ultimately reorganized and incorporated under the name of the Howard Brothers Manufacturing Com-



HOWARD
BROTHERS
MANUFACTURING
COMPANY, 1866



HOWARD BROTHERS MANUFACTURING COMPANY, 1900



HOWARD BROTHERS MANUFACTURING COMPANY, 1930

pany, which remains as a substantial factor in business circles of Worcester at the present day.

Mr. Howard was born in Worcester, New York, in 1843, a son of Ebenezer H. Howard, and was reared on his father's farm. He acquired his early education in the public schools of Spencer, Massachusetts, having been but eleven years of age when his parents left the Empire state and took up their abode in Worcester county. During his student days he worked on the home farm in the summer months and in his leisure moments made skate straps for the hardware trade in Boston and Worcester. His time was thus largely passed until he reached the age of eighteen years. He then went to Leicester, Massachusetts, where he entered the employ of J. & J. Murdock, with whom he learned the card maker's trade, remaining there until he removed to North Andover and secured employment with the Davis & Furber Machine Company.

In 1865 Mr. Howard came to Worcester and entered the service of the Sargent Card Clothing Company, with whom he spent thirteen months. At that time the firm of Howard & Farnsworth was engaged in the manufacture of card clothing and A. H. Howard was admitted to a partnership, the style of Howard, Farnsworth & Company then being assumed. Following the retirement of Mr. Farnsworth, J. B. Howard entered the firm, which then became Howard Brothers, and under that name the enterprise was carried on until the death of J. B. Howard in 1888, when the business was incorporated under the style of the Howard Brothers Manufacturing Company with a capital of forty-five thousand dollars, which was increased to three hundred thousand dollars in 1912.

Albert H. Howard was continuously associated with the business from 1866 and the good will of his employees was manifest in the presentation of a silver cup to him on the occasion of the seventieth anniversary of his birth. Not only had he always exhibited sound business judgment in the control of his interests, but he had also shown the utmost consideration for those in his service, looking after their physical comfort and seeing to it that good wages were paid. He was always quick to recognize loyalty on the part of employes with promotion when opportunity offered and thus he contributed in large measure to the success and growth of the enterprise conducted under the name of the Howard Brothers Manufacturing Company. He died in Worcester, April 12, 1916.

HERBERT MIDGLEY

Although of English birth, Herbert Midgley has been a resident of the United States since 1881 and throughout the entire period has been connected with manufacturing interests of Massachusetts. His start was a humble one but capability always comes to the front, and today he is president and general manager of the Howard Brothers Manufacturing

Company of Worcester and widely known to the textile trade throughout the country.

He was born in Rochdale, Lancashire, England, August 27, 1867, a son of Sam and Ann (Cordingley) Midgley, both of English birth and ancestry. The father was a card clothing maker in England and after coming to the new world filled the office of superintendent of the Howard Brothers Manufacturing Company in Worcester for many years, continuing his residence in this to the time of his demise.

In early youth Herbert Midgley attended grammar and private schools in his native town but in 1881 crossed the Atlantic and at the age of fourteen years was numbered among the employes in the weaving room of the Bigelow Carpet Company of Lowell, Massachusetts, where he worked until seventeen years of age. He then obtained a position with the Lowell Card Clothing Company and learned the trade of a card machine operator, continuing with that corporation for five and a half years, during which he gained wide experience in connection with the card clothing business. He has since directed his efforts along this line, and one of the elements in his success is the fact that he has never dissipated his energies over a wide field. On the contrary he has become master of the work which has claimed his attention and is today considered a card clothing expert. On leaving the Lowell Company he was with the Mason & Farnsworth Card Clothing Company in Worcester for a time and later was identified with the card clothing industry in Leicester, Massachusetts, remaining there for several years as a card machine operator with the firm of Bisco & Denny. Not long afterward the American Card Clothing Company amalgamated with the card clothing shops in Leicester, and Mr. Midgley was transferred to the central factory. Subsequently he became associated with the Howard Brothers Manufacturing Company of Worcester as a card machine operator and recognition of his ability won him promotion to the position of superintendent. His long previous practical experience now served him in good stead, and he wisely directed the labors of the operatives of the plant. Following the death of A. H. Howard the board of directors elected him to the presidency of the company in 1916, and he continues as the executive head of one of the large manufacturing interests of Worcester. His trade affiliations are with the National Cotton Manufacturers Association, the National Woolen Worsted Association, the American Cotton Manufacturers Association, the Southern Cotton Manufacturers Association, the Southern New England Textile Club, and the Textile Exhibitors Association, of which he is a charter member. He was honored with the presidency of the Employers Association of central Massachusetts for two years and has served on its board of directors. The United States government accorded to the Howard Brothers Manufacturing Company proper recognition for its excellent war work. Today the company is engaged in the production of an output that is widely sold, its trade relations covering a broad territory, for the house enjoys an unassailable reputation.

In 1889 Mr. Midgley was married to Miss Georgianna Stevens, of



HERBERT MIDGLEY

Lowell, Massachusetts, and they have one daughter, Grace E. Midgley. The family residence is maintained in Worcester and Mr. Midgley is closely associated with its social life as a member of the City Club, the Commonwealth Club and the Rotary Club. He also belongs to the Hillcrest Country Club of Leicester and is well known in Masonic circles, having attained the thirty-second degree in the Scottish Rite, while he is likewise a Shriner. He largely finds his recreation in fishing, to which he turns when an active business career permits of leisure. His record indicates what can be accomplished when industry and ambition point the way, for the weaver of twenty-eight years ago is today the president of one of the large productive industries of his adopted city.

JOHN WILSON BISHOP

No history of industrial activity in Massachusetts and in fact New England would be complete without reference to John Wilson Bishop, whose building operations were so extensive and so important in character that he was numbered among the leaders in his particular field in this section of the country. He was a youth of eleven when the family home was established in Rhode Island. Previous to this he had resided at White Sands, Prince Edward Island, Canada, where his birth occurred May 29, 1846, his parents being William and Sarah (Hooper) Bishop. The father, who was a ship carpenter by trade, went from Plymouth, England, to Canada in 1818 and was long employed in the shipyards at St. John, while he also engaged in farming at White Sands, in the southern part of the island. His wife, likewise a native of England, was a daughter of William Hooper. In the year 1857 William Bishop took his family to Lonsdale, Rhode Island, and from that time forward John W. Bishop was connected with New England.

Like many boys of the period, he began working in the cotton mills when still quite young and his educational opportunities were thereby curtailed. In the school of experience, however, he learned many valuable lessons and became a broad-minded and exceptionally capable business man. After working in a cotton mill for some time he began learning the carpenter's trade in the employ of Ezra Bliss, of Pawtucket, Rhode Island, and two years later went to Providence, where he was in the service of John and Charles Hull, builders, for a year or more. He devoted his leisure hours largely to study and came in time to be regarded as a well informed man.

Mr. Bishop left home on attaining his majority and removed to Worcester, where he entered the employ of H. W. Eddy, a contractor and builder, while later he was employed by other builders of the city, becoming recognized as a skilled craftsman. He was ambitious to engage in business on his own account, however, and in 1874 rented a carpenter shop on Central street. Not long afterward he secured a contract for

the construction of the large brick stables of Harrington Brothers on Central street, and year by year his business grew and developed both in volume and in importance. In 1879 he entered into partnership with George H. Cutting under the firm style of Cutting & Bishop, a relationship that was maintained for fourteen years. Almost from the beginning their patronage was large, and their business brought to them a gratifying and substantial return. With the dissolution of the partnership in 1893 Mr. Bishop continued his contracting and building operations under the name of the J. W. Bishop Company, with offices in Boston, Providence and New York as well as in New Bedford and Worcester. For more than four decades Mr. Bishop continued an active representative of the building trades in New England. He showed sound judgment in choosing his assistants and created a highly efficient organization. Contracts came to him from many sections of New England and included the erection of palatial homes at Newport and Lennox, together with notable government buildings and large business blocks. Year after year his patronage continued to increase, and he came to be regarded as one of the foremost representatives of building interests in his section of the country. He maintained a mill and sales offices on Foster street, together with offices in Boston, New York and New Bedford, and he became treasurer of the Clason Architectural Works, president of the Rhode Island Brownstone Works and also of the Rhode Island Machine Company of Providence. He never stopped short of the successful accomplishment of his purpose. When one avenue of opportunity seemed closed he sought out other paths which would lead him to the desired goal and his business steadily grew in extent and importance, so that he justly merited high standing among New England's leading contractors.

On the 4th of January, 1870, Mr. Bishop was married to Miss Sarah A. Foster, a daughter of Thomas R. and Sarah Jane (Fales) Foster and a direct descendant of Samuel Foster, who was born in England in 1619 and early established his home in Dedham, Massachusetts. Mrs. Bishop also traced her ancestry to James Fales, who came from England and settled in Dedham in 1650. Lemuel Fales, of the fourth generation, and Abner Torrey, Jr., another ancestor of Mrs. Bishop, both served in the Revolutionary war. The following children were born to John W. and Sarah A. Bishop. Mina, born January 24, 1871, died in infancy. William Thomas, born January 25, 1872, became vice president of the J. W. Bishop Company and died in October, 1911. Frederick Herbert, born November 19, 1874, died in infancy. Florence Jane was born August 24, 1875. Marion Edith, born August 16, 1877, was married March 4, 1897, to Thomas H. Coe, of Worcester. John Warren, born January 14, 1880, has succeeded his father in the presidency of the J. W. Bishop Company. The natal day of Sarah Adelaide was July 6, 1881. Alice Maria was born July 7, 1884, and died in infancy. Nathaniel Smart, born January 31, 1886, passed away April 13, 1904.

Mr. Bishop was a loyal representative of Masonic teachings and had membership in Athelstan Lodge, A. F. & A. M., and Eureka Chapter,

R. A. M. He was also identified with the Worcester lodge of Odd Fellows, the Worcester County Mechanics Association, the Worcester Club, the Turks Head Club of Providence and the Worcester Chamber of Commerce. He voted with the republican party and with his family attended the Pilgrim Congregational church. His life was ever actuated by high and honorable principles and characterized by marked devotion to duty. He was a loving husband and father, a faithful friend, a public-spirited citizen and a notably progressive and successful business man.

JOHN W. BISHOP, JR.

As president and general manager of the J. W. Bishop Company of Worcester, John W. Bishop, Jr., is successfully controlling the operations of one of the leading firms of contractors in New England. Throughout the east are found monuments to his ability and something of the volume of the business is indicated in the fact that the company of which he is the head employs at times as high as fifteen hundred workmen. Because of his achievements as a business man and the commendable qualities which he has displayed in every relation of life Worcester is proud to number him among her native sons and substantial citizens.

Mr. Bishop was born January 14, 1880, of the marriage of John W. and Sarah A. (Foster) Bishop. He attended the public schools and Worcester Academy and then became associated with his father, who had established a contracting business. Learning all phases of the work, he became proficient in carpentering, brick laying and plastering and also in the routine of office work. Later he was made a member of the company and upon his father's death he was chosen president and general manager of the corporation. The J. W. Bishop Company is one of the foremost contracting firms of New England and not only does construction work but also operates a complete mill for the manufacture of builders' finish and interior trim. The corporation is capitalized for four hundred thousand dollars and employs from five hundred to fifteen hundred workmen in the execution of its contracts, which have covered the erection of some of the finest public and privately owned buildings in New England and other sections of the east. In addition to his duties as chief executive of this company Mr. Bishop is president of the Bishop Securities Company, Inc., of the Bishop Finance Company and the Worcester Spiral Ramp Garage Company, Inc.

On the 4th of May, 1921, Mr. Bishop was married to Miss Ruby Dixon, of Worcester. He greatly enjoys both golf and fishing when leisure permits, but his interests and activities are manifold and leave him little spare time. He has membership in the Masonic order and belongs to various clubs, including the Worcester, Worcester City and Worcester Country Clubs, the Turks Head Country Club of Providence, Rhode Island,

and the Wamsutta and Petersham Clubs of New Bedford. He has always been guided by a high standard of conduct, and his entire career illustrates the fact that success and an honored name may be won simultaneously.

MERRIMAC HAT CORPORATION

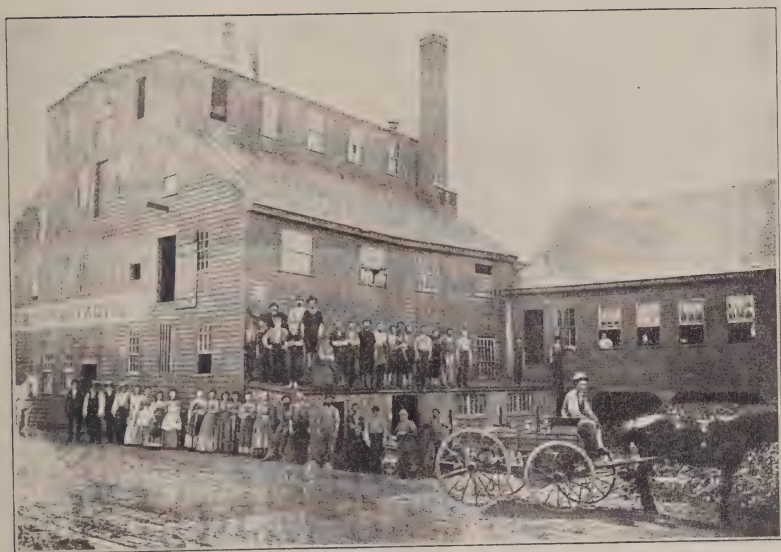
The Merrimac Hat Corporation of Amesbury, which is the largest wool hat manufacturing concern in the United States, has been in continuous existence for nearly three-quarters of a century. The business was established by Abner L. Bailey and associates in 1856 at Salisbury Point, Massachusetts, with a capital of thirteen thousand dollars. In 1863 the owners of this enterprise absorbed the Amesbury Hat Company and three years later, in 1866, also took over the business of the Horton Hat Company, continuing operations under the name of the Merrimac Hat Company until September, 1919, when the newly formed Merrimac Hat Corporation took over the assets of the old company. The present factory, erected in 1877, has since been considerably enlarged as the growth of the business has necessitated additional space. The output includes ladies' and men's wool felt hats, ladies and men's fur felt hats and wool and fur hat bodies, which are marketed all over the United States and Canada and also in Honolulu. Employment is furnished to from eight hundred to twelve hundred people in the plant, which has a daily capacity of about two thousand dozen wool bodies, two hundred dozen fur bodies and six hundred dozen completed hats. Annual sales amount to approximately four million dollars.

The Merrimac Hat Corporation now has a capital of eight hundred and ninety-four thousand, two hundred and fifty dollars and surplus of nine hundred and twenty-eight thousand dollars. In 1925 this corporation purchased the capital stock of the William Knowlton & Sons Company of West Upton, Massachusetts. The present officers are as follows: John Wells Farley, chairman of the board of directors; Benjamin Franklin Sargent, Jr., president and general manager; Stephen Terry, vice president and superintendent; and John H. Wyeth, treasurer.

JOHN WELLS FARLEY

John Wells Farley, who has been actively engaged in law practice in Boston since 1903, is also officially identified with a number of industrial and financial concerns of Massachusetts, including the Merrimac Hat Corporation, the largest wool hat manufacturing enterprise in the country, which he represents as chairman of the board of directors.

His birth occurred in Brookline, Massachusetts, June 15, 1878, his parents being James P. Farley, Jr., of Boston, and Mary Eliot (Wells)



FIRST PLANT OF THE MERRIMAC HAT CORPORATION



PRESENT PLANT OF THE MERRIMAC HAT CORPORATION

Farley. His early educational training was supplemented by study in Harvard University, from which he received the degree of Bachelor of Arts in 1899, while four years later the same institution conferred upon him the degree of LL.B. upon the completion of a law course. The work of the legal profession has claimed his attention continuously since 1903 and a large and gratifying clientage has been accorded him. Moreover, his cooperation has been sought in the successful control of various business enterprises, as indicated in the fact that he is now chairman of the board of directors of the Thomson Electric Welding Company, director of the Thomson Spot Welder Company, chairman of the board of directors of the Merrimac Hat Corporation, director of the J. R. Whipple Corporation, director of the State Street Trust Company, director of the Jones, McDuffee & Stratton Corporation and president and director of the William Knowlton & Sons Company.

On the 6th of September, 1911, in Sydney, Cape Breton, Mr. Farley was married to Isabel S. McLennan and they are now parents of three daughters: Louise, Elizabeth and Isabel.

During the period between 1917 and 1919, when the United States participated in the World war, Mr. Farley served as a major of infantry in the Three Hundred and Third Battalion. He is a Unitarian in religious faith and his name is on the membership rolls of the Tavern Club, the Somerset Club and the Dedham Country & Polo Club. He has a host of warm and loyal friends who esteem him for his genuine worth as a man and citizen.

BENJAMIN FRANKLIN SARGENT, JR.

During the past two decades Benjamin Franklin Sargent, Jr., has been actively associated with the Merrimac Hat Corporation of Amesbury, of which he is the president and a director. A native son of Essex county, Massachusetts, he was born in Amesbury on the 9th of March, 1886, his parents being Benjamin Franklin and Marie W. Sargent. His early educational training was supplemented by a course of study in the Worcester Polytechnic Institute, from which he was graduated with the degree of Bachelor of Science in 1908. His initial business experience was gained with the paper manufacturing firm of F. N. Bird & Son but since 1909 he has been continuously connected with the Merrimac Hat Corporation of Amesbury, of which he is now the executive head. He is also treasurer and a director of the William Knowlton & Sons Company and a director of the Powow River National Bank of Amesbury, and is widely recognized as one of the most prominent and prosperous business men of the community.

On the 25th of September, 1912, in Amesbury, Massachusetts, Mr. Sargent was united in marriage to Miss Margaret Fielden Sargent, who

was born in November, 1890. They are the parents of two daughters, Sally Fielden and Margery.

Mr. Sargent is a worthy exemplar of the teachings and purposes of the Masonic fraternity, belonging to the blue lodge, chapter and commandery. He is likewise affiliated with the S. A. E. fraternity and has membership, moreover, in the University Club of Boston, the Amesbury Country Club and the Republican Club of New York.

JOHN HIXON WYETH

The treasurer, John Hixon Wyeth has been continuously connected with the Merrimac Hat Corporation of Amesbury since January, 1912. He was born in Boston, Massachusetts, October 22, 1869, and is a son of John Jasper and Margaret (Hixon) Wyeth. He acquired a high school education in his youth and was identified with the wholesale hardware and banking business prior to entering the field of hat manufacturing. It was in January, 1912, as above stated, that he became associated with the Merrimac Hat Corporation, of which he is now treasurer, thus being active in the control of a business which is the most extensive of its kind in the country, occupying a place of acknowledged leadership in the manufacture of wool hats.

In July, 1906, in Boston, Mr. Wyeth was united in marriage to Miss Mary McKernon, who was born in that city in 1890. They are the parents of five children, namely: Mary F., Helen E., Margaret, Louise and John J.

The military record of Mr. Wyeth covers service in the Massachusetts Naval Brigade during the six-year period between 1892 and 1898. He has membership in the Christian Science church and in the Amesbury Country Club and is widely and favorably known in both business and social circles of the community.

STEPHEN TERRY

Stephen Terry, who has been associated with the hat trade since 1915, is now vice president and superintendent of the Merrimac Hat Corporation of Amesbury. Born in Plaistow, New Hampshire, January 16, 1894, he is a son of William L. and Kate R. Terry. After attending high school he spent two years as a student in business college and made his initial step in commercial circles in connection with the hosiery and underwear business. This gave him valuable experience, enabling him to make substantial progress when he became connected with the hat trade in 1915. He has steadily advanced as the result of his capability and loyalty to the

interests represented and he is now vice president and superintendent of the Merrimac Hat Corporation.

On the 15th of May, 1923, at Amesbury, Massachusetts, Mr. Terry was married to Miss Edythe May Feltham, who was here born October 4, 1904. They are the parents of a daughter, Jane F. Mr. Terry belongs to the Powder House Hill Country Club. His religious faith is that of the Congregational church and he is well known in Masonic circles, having membership in the lodge, chapter, council and commandery and exemplifying in his life the beneficent spirit of the craft.

FREDERIC W. HOWE

Among the many manufacturing enterprises which have made Massachusetts the center of the American textile industry is numbered that of the Crompton & Knowles Loom Works at Worcester, of which Frederic W. Howe is a Vice President and also Manager of the Cotton Sales Department. He is, moreover, entitled to representation in this volume as a member of one of the oldest families of the state, his ancestors having settled in Sudbury, Massachusetts, in 1640. The birth of Frederic W. Howe occurred in Shrewsbury, this state, January 5, 1875, his parents being Edward C. and Mary (Stowe) Howe, also of Shrewsbury. Mr. Edward Howe was a farmer and was a prominent citizen, active in town affairs.

Having mastered the work of the preliminary grades in the public schools, Frederic W. Howe continued his education in the Shrewsbury high school, from which he graduated in 1891 and then started out to provide for his own support, being employed as a clerk in the freight office of the Boston & Maine Railroad. He afterward held the position of messenger boy in the City National Bank of Worcester and that he manifested fidelity to the interests which he represented is indicated in the fact that he ultimately became a bookkeeper and assistant teller in the bank, where he remained for eight years or until 1900. In September of that year he entered the Crompton & Knowles Loom Works and he spent a year in the weave room and shop and was then transferred to the works of the Company at Providence, Rhode Island, as manager of the office and as a salesman. He became a director of the Company in 1913 and was in 1917 elected a Vice President and Manager of the Cotton Sales Department, having supervision over both the foreign and domestic sales. He still holds these various positions and does considerable traveling for the Company, which has grown immensely since he became identified with the enterprise. The Company engages in the manufacture of weaving machinery and the business is capitalized for eleven million dollars. Mr. Howe is thus an official in one of the most prominent enterprises of this section of the country. He is a man of wide capacities and powers and of broad vision, while his executive ability has enabled him to coordinate

seemingly diverse interests and to unite them in a harmonious whole. Naturally his success in this field has led to his cooperation being sought along various other lines and he is associated with many of the important industrial and financial interests of this section of the country. He is a director of the Industrial Trust Company of Providence, a trustee of the People's Savings Bank of that city, a director of the Morris Plan Company, the Providence Mortgage Company, the Merchants Insurance Company, the Rhode Island Tool Company, the Rhode Island Insurance Company, the Cheapside Land Company, all of Providence, the American Wringer Company of Woonsocket, the Para Rubber Company of Woonsocket, the Booth Manufacturing Company and the Old Colony Silk Mills Corporation, both of New Bedford, Massachusetts, and the Textile Exhibitors Association of Boston.

On the 28th of October, 1902, Mr. Howe was married to Ruth W. Stone, of Worcester, and they have two sons: Frederick W., Jr., who was born in Providence, July 8, 1905; and Dunton, born in Providence, March 10, 1908. Both attended the Moses Brown preparatory school and are graduates of Williams College. The former is now with the Crompton & Knowles Loom Works in the Worcester sales department. The younger son, who completed his college course in 1929, is now with Brown, Lisle & Marshall, investment bankers of Providence.

Mr. Howe enjoys bridge and golf and his social activities find expression largely in the Hope and Turks Head Clubs and the Agawam Hunt, all of Providence. He is also a member of the Sakonnet Golf Club of Little Compton, Rhode Island, and he belongs to the Providence Chamber of Commerce, the Merchants Club of New York and the Southern New England Textile Club, of which he is a director and vice president. His business interests and connections are of considerable magnitude and constitute the visible expression of life activity intelligently directed from the time when he occupied a humble clerical position in a freight office to executive control in one of the important manufacturing interests of the state, combined with voice in the management of many other financial, industrial and commercial concerns.

THOMAS C. SHELDON.

For thirty-six years Thomas C. Sheldon has been with the Fitchburg Duck Mills and has worked upward from the position of agent to the office of treasurer of the company, his various promotions coming in recognition of superior worth and ability. He has always resided in Fitchburg, where he was born November 20, 1850, and where he attended grammar school. He afterward worked in an engineer's office, studying civil engineering until he had gained wide knowledge of the profession. From 1875 until 1881 he filled the office of city engineer of Fitchburg and then went to the Lancaster Mills as engineer and draftsman in



THOMAS C. SHELDON

charge of their rebuilding program, which covered a period of four years. He afterward spent eleven years with the same company as superintendent of its spinning mill and in 1893 he became identified with the Fitchburg Duck Mills in the capacity of agent. The year 1910 brought him election to the office of treasurer and general manager and he retains these connections to the present time, his marked efficiency and skill contributing in substantial measure to the success of the business.

Mr. Sheldon was married in 1877 to Florence W. Stevens, and his second wife bore the maiden name of Helen B. Smith and was a resident of Provincetown, Massachusetts. His second marriage took place on the 17th of November, 1913. Mr. Sheldon enjoys fishing and out-of-doors sports and pleasures but makes these subservient to his duties and interests in other directions. He is a member of the Unitarian church and a York Rite Mason, identified with Jerusalem Commandery, K. T. He has served not only as city engineer of Fitchburg but was chairman of the board of the water department for twelve years. He was also a member of the city council for one term and chairman of the park board for fifteen years and his aid and influence have ever been given on the side of municipal progress and civic reform and improvement. He is a trustee of the Worcester North Savings Institution and belongs to the Fay Club and to the Oak Hill Country Club, haing the warm regard of his fellow members. Since 1884 he has had membership in the American Society of Mechanical Engineers and by reading and experience has kept in touch with the trend of professional thought and progress.

ADDISON ELEAZER BULLARD

Addison Eleazer Bullard figures prominently in the woolen manufacturing industry of New England as an official of the Taft Woolen Company of Caryville, with which he has been continuously identified during the past fifty-five years and of which he became treasurer at the time of the incorporation of the company under its present name in 1904. Moreover, he is a leading factor in financial affairs of Norfolk County as president of the Medway Savings Bank and in the public life of the community as well, as his influence has been far-reaching and beneficial. He was born in Medway, Norfolk County, Massachusetts, March 7, 1855, his parents being Joseph and Sarah Ann (Partridge) Bullard, who were also natives of this state, the former born in Holliston and the latter in Medway. Joseph Bullard, an agriculturist by occupation, died in 1879, while his wife passed away in 1888.

Addison E. Bullard acquired his education in the public schools at the place of his nativity and also pursued a business college course. It was in 1875, when twenty years of age, that he obtained employment as bookkeeper in the woolen mill of the concern of which he is now treasurer, though the business was not then incorporated under its present title.

In reviewing the history of the business a contemporary biographer wrote: "In 1856 this plant was operated as a cotton mill at Caryville, but about 1865 it was operated as a manufactory of cassimeres and satinettes, under the name of C. H. Cutler & Company. It continued under this firm name until 1880, when the firm style became Taft & McKean Company, and still later was changed to The Taft-Murdock Company. In 1904 the business was incorporated under its present name, the Taft Woolen Company, with L. H. Taft as its first president and Addison E. Bullard as its first treasurer. In 1907 H. T. Murdock was made president, Mr. Bullard continuing as treasurer, and in 1917, Harold M. Bullard, son of Addison E. Bullard, was made president, which office he still holds. Aaron W. Hobart is clerk. The concern continues the manufacture of woolen cassimeres and satinettes and has achieved a national reputation for the excellence of quality of its product. The scope of the enterprise has steadily grown until at the present time it has reached dimensions which require fifty thousand square feet of floor space and the services of about two hundred and sixty operatives. Some idea of the growth of the business can be gained by the fact that when Mr. Bullard entered the firm the output of the factory was produced by fifty-four looms. Today one hundred and eighty-five looms are kept busy all the time and the number is still being increased. The product of the Taft Woolen Company Mills in Caryville goes to all parts of the country, and it has long ago achieved a reputation which makes the name of "Taft Woolen Company" a guarantee of quality and workmanship. In addition to his responsibilities as treasurer of the Taft Woolen Company, Mr. Bullard is also actively interested in banking, serving as president of the Medway Savings Bank of Medway and as a member of the board of directors of the Home National Bank of Milford."

On the 25th of September, 1879, in Bellingham, Massachusetts, Mr. Bullard was united in marriage to Lydia A. Metcalf, daughter of Francis and Maria (Adams) Metcalf. Mr. and Mrs. Bullard are the parents of two daughters and a son, namely: Alice M., who is a graduate of the State Normal School of Framingham, Massachusetts, and is the wife of W. W. Ollendorff; Agnes E., the wife of Aaron W. Hobart; and Harold M., who is a graduate of Worcester Academy and who married Gladys H. Knapp.

Mr. Bullard gives his political support to the republican party and has figured prominently in public affairs of town, county and state, withholding his aid and cooperation from no movement or measure calculated to promote the general welfare. He has made a commendable record as a member of the school committee of Bellingham and also as chairman of the board of selectment, while during the term of 1906-07 he represented his district in the state legislature, giving thoughtful and earnest consideration to the many vital questions which came up for settlement. At the time of the World war he served as chairman of the Liberty Loan drives and rendered valuable aid to the government in other home war work. Fraternally he is affiliated with the Independent Order of Odd Fellows, the Benevolent and Protective Order of Elks and with the Ma-

sonic order, belonging to Charles River Lodge, F. & A. M.; the Royal Arch Chapter, the Council, the Knights Templar Commandery, and Aleppo Temple, A. A. O. N. M. S. He belongs to both the Franklin Country Club and the Pomham Club, and attends the Second Congregational church of West Medway, which he serves as chairman of the board of trustees. Though he has passed the seventy-fifth milestone on life's journey, Mr. Bullard is still an active factor in the world's work, and that his career has ever been an upright and honorable one is evidenced in the fact that the associates of his boyhood and youth are still numbered among his staunch friends and warm admirers.

JOHN GILBERT ANDREWS

John Gilbert Andrews, president of The Boston Bridge Works, Inc., of Cambridge, Massachusetts, was born in Chelsea, Massachusetts, February 23, 1879. He attended the Chelsea grammar school, Newton high school and is an alumnus of Dartmouth College and the Thayer School of Civil Engineering, from which he was graduated in 1902.

Mr. Andrews made his initial step in business as resident engineer in the building of the highway bridge over the Merrimac river at Newburyport, Massachusetts, in 1902 and 1903, supervising the construction of the approaches, foundation and superstructure. In 1904 he entered the employ of The Boston Bridge Works, Inc. After a few years work in the erection department, he was employed in the contracting department as contracting engineer, becoming president in 1921 on the death of his father, David H. Andrews, who founded the business in 1876.

Mr. Andrews was married in Newton in 1904 to Miss Edith Elizabeth Eddy. They have two sons and a daughter. His military experience covers three years service in the First Motor Corps, Massachusetts State Guard, and he was active as a sergeant in that organization for three months during the police strike in Boston. Mr. Andrews was president of The Master Builders' Association of Boston in 1923, 1924 and 1925, and has been a director of the National Erectors' Association. He has served three years as a member of the advisory committee of the town of Wellesley and is a member of the Wellesley Club, the Maugus Club, the Boston City Club and the First Congregational church of Wellesley.

HENRY VINCENT MORGAN

Henry Vincent Morgan, treasurer of the Boston Bridge Works of Cambridge, was born in Randolph, Massachusetts, February 14, 1900, and is a son of Edward H. and Bridget A. Morgan. He attended the Randolph schools until he was graduated from high school and obtained

his more advanced education in different ways, working during the day and studying and attending school at night. He has been closely connected with the Bethlehem Steel Company, acting as an organizer and is an accountant of marked ability, as shown in the fact that he was instrumental in the reorganization of the Boston Bridge Works, to which he came in September, 1928, and which now ranks with the largest in the field of bridge building. His powers of organization, the efficiency with which he systematizes all business matters and his unfaltering purpose produce most substantial results.

Mr. Morgan is keenly interested in municipal work, especially that which has to do with financial management, and he is now chairman of the board of assessors of the town of Randolph, in which capacity he has served for five years. He is also chairman of the finance committee of the town of Randolph.

Mr. Morgan belongs to the Boston City Club and lives in Randolph with his mother, Mrs. Bridget A. Morgan, also a native of that town. Both are regular communicants of St. Mary's Catholic church. Mr. Morgan is also a member of the Young Men's Catholic Lyceum Association of Randolph, Massachusetts, Vera Cruz Council of the Knights of Columbus, and the Cardinal O'Connell Assembly Fourth Degree, Knights of Columbus. He finds his pastime and pleasure in civic work and is keenly alive to the interests of his community and the opportunities for progress and advancement, lending his aid and cooperation to all measures which he deems of civic worth.

GILBERT & BARKER MANUFACTURING COMPANY

When you drive by a filling station on any of our many improved highways and observe the attractive Socony gasoline pump beckoning to you to "fill up"—the symbol of a distributing system that has made motor fuel available in every nook and corner of the Commonwealth—do you give a thought to who provided this modern necessity?

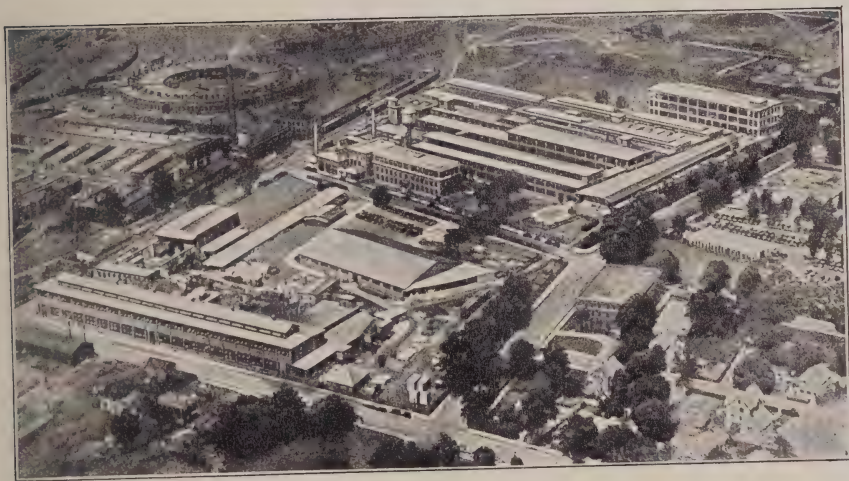
It was not so very long ago that gasoline pumps were almost an unknown quantity. Prior to 1910 very few measuring pumps of any kind were in use. Gasoline was distributed in cans and tanks by methods that were low, wasteful, and dangerous to human life.

Like many another Massachusetts enterprise, the genesis of the present Gilbert & Barker Manufacturing Company can be traced to an accident, and in order that avoidance of the serious consequences that befell one of its founders it became a manufacturing entity.

Just previous to the Civil war a young man in the employ of the United States Governmental Arsenal, in Springfield, was severely burned in a fire caused by a defective gas machine. That experience not only was not forgotten by him, but it literally burned into his mind the need for a safer, better, and more dependable apparatus. During the years immediately fol-



FIRST PLANT OF THE GILBERT & BARKER
MANUFACTURING COMPANY



PRESENT PLANT OF THE GILBERT & BARKER MANUFACTURING COMPANY

lowing he centered his unusual mechanical ability and inventive genius on the problem of designing a gas machine, from which all possibility of danger would be eliminated. Possessing definite ideas as to its construction, he interested a friend in financing the device, and, in 1865, they established the Springfield Gas & Machine Company, to manufacture apparatus for expanding gasoline into gas for lighting and heating purposes, at a period when gasoline was a by-product of kerosene, and a drug on the market.

The inventor who had been the victim of the Armory accident was J. F. Barker. His financial backer was C. N. Gilbert.

Little did they dream of what the future held for the company they founded. The Springfield gas machine, as the first product was termed, was an apparatus that utilized gasoline of high gravity (86° to 90°), and from it generated a gas that lighted and heated hotels, public buildings, and residences, and because of its safety, economy, dependability, and novelty, it quickly won its way to popular favor, and installations were made in the Princess and Hamilton Hotels, in Bermuda, in the palace of King Kalakaua, in Honolulu, in hostleries in Florida, and in the residences of many noted personages of the era.

The experience and knowledge gained in the early years of the enterprise by Messrs. Gilbert and Barker in handling this hazardous liquid stood the Gilbert & Barker Manufacturing Company—for such it became when it was incorporated on March 31, 1870, with capital of \$40,000—in good stead when manufacturing activities were later centered on building gasoline pumps and tanks for distributing gasoline to the ever-increasing number of automobiles. It was during the early seventies that the company employed as a draughtsman, a young man whose ability as an inventor and scientist later brought him international renown, and who became Sir Hiram Maxim, when he was knighted by the British Crown.

The success of the company's gas machine encouraged its founders to gradually broaden its business to include the manufacture of accessory products using the gas produced by the machine, these devices including such equipment as laundry stoves, hat-form heaters, burners for cloth singeing, incandescent burners, and finally reached a climax in the designing and patenting of the first automatic gas hot-water heater ever manufactured in the United States.

Messrs. Gilbert and Barker next directed their attention to the industrial field, and sensing the vast possibilities of fuel oil as a source of heat for metallurgical processes, they introduced, in 1889, the Gilbert & Barker oil burning system, and a line of oil burning furnaces, which became so generally used that the list of enterprises installing this equipment comprised a veritable and complete blue book of industry. A few years later, a line of gas burning furnaces was developed to round out the company's industrial heating equipment.

Then there entered into the situation factors which seemed to spell the end of the gas machine. The extension of electricity and coal gas

mains into the outlying territory of the United States made it imperative for the company's executives to invade a new field if it was to prosper.

With the waving of the magic wand of progress, the habits and customs of America changed, and with these altered conditions the status of gasoline took on a new form and transformed it from a source of light to a medium of power.

It was the beginning of the automobile era. Here was a transportation agency that required gasoline for fuel, and as the number of cars increased, the need for a safe, economical and efficient system for handling and distributing gasoline to them became apparent.

The Gilbert & Barker Manufacturing Company had previously constructed storage tanks and small non-measuring gasoline pumps for use with its gas machines, and many of these were pressed into service for filling the tanks of the pioneer motor cars.

As a factor in automotive progress the company assumed the responsibility of anticipating, rather than merely meeting the fuel supply needs of automotive transportation, and its executives promptly contributed many important features of pump design that insure safety, speed and accuracy in delivering gasoline to motorists.

First came the Gilbert & Barker one-gallon self-measuring gasoline pump, in 1908, followed by the five-gallon measuring apparatus, then the ten-gallon visible measuring pump, and, finally the unlimited quantity meter measuring pump that is in such popular favor today.

Research and mechanical skill, coupled with that degree of measurement required by the Bureau of Standards, at Washington, and the Massachusetts Department of Weights and Measures, which demands that a pump must be constructed with a variation of not more than one cubic inch per gallon, or otherwise it will be rejected, enabled the Springfield corporation to place on the market a measuring device which has resulted in its becoming the largest manufacturer in this line in the world, when size of plant, production volume, and yearly sales total are considered.

In 1912, the Gilbert & Barker Manufacturing Company occupied eleven buildings covering eight acres, with 85,000 feet of floor space, and carried 187 employees on its payroll. Today, the plant covers eighteen acres, embraces 500,000 square feet of manufacturing space, and provides employment for 1,500 persons.

The parts entering into one of its attractive pumps are mostly cast in the company's own foundry, in which are poured approximately forty tons of metal each working day.

The next time the reader buys gasoline, he should recall that it is purveyed to his car by a Massachusetts-made product that represents the research, inventive genius, and manufacturing enterprise of Bay State scientists, inventors and artificers, and that from the first primitive pump of a quarter of a century ago, which served fuel to the so-called "horseless carriages" of that era, have been evolved the pumps now installed on every continent and in sixty countries of the world, which serve gasoline to countless millions of motor cars.

During the World war more than 400 Gilbert & Barker gasoline measuring pumps were used by the American Expeditionary Forces, in France—the forerunner of the company's extensive export business, which now reaches into 108 countries throughout the world. Subsidiary companies for the manufacture of the equipment are located in Australia and Canada, and today the company's equipment is so universally used that you may drive in any part of the wide world where automobiles can travel and buy your gasoline from Gilbert & Barker pumps.

Adoption of the product in such far separated localities and under widely varying conditions has come only through close study and painstaking efforts in meeting the particular needs in each case. Business in a new country means new customs, habits and prejudices to be reckoned with and a new road to be traveled to the goal of approval. When Gilbert & Barker representatives first entered foreign fields they found motorists buying their gasoline from tin cans piled along the sidewalks. It is not easy to break habits and establish new customs, and in the course of bringing about the change, various tests of a more or less spectacular nature were conducted.

Bonfires were built around pumps filled with gasoline and outfits half filled with oil. Open flames were held to broken-off suction pipes, with public officials waiting at safe distance, for the explosion that did not come. Such were the demonstrations employed.

While the American takes his gasoline in United States gallons, the British buys his in imperial gallons and the Frenchman buys his in liters. Of course, the equipment must correspond with these requirements, and also with various other rules set up by governing boards and officials in different places. There is an almost endless amount of machinery and red tape involved.

Many interesting incidents arise in the course of this expansion. A little town in South America, where the local band, town dignitaries and most of the populace turned out to watch the filling of an automobile by the first Gilbert & Barker pump paid no less a compliment to the equipment than did a European hospital which appreciated the accurate measuring ability of the equipment to such an extent that it ordered a couple of units furnished in white enamel and nickel for dispensing mineral oil to patients. In one European country steps are built at the insistence of local authorities, on the side of each pump, in order that the customer may climb up and satisfy himself that the quantity of fuel he is purchasing is measured accurately and due amount delivered, the type of installation being such as to suit the purpose of this system of customer inspection.

Production of fueling equipment for airplane fields is a growing factor in the company's operations. Convenience of fueling service and freedom from fire are prime requisites in this regard and the Gilbert & Barker "Aeropit" was designed with an eye to meeting these requirements while being adaptable to all sizes and types of field. This product has been installed on the Pan-American route recently opened for service.

Late in 1929 the corporation began the production of the Gilbert &

Barker Domestic Oil Burner after five or six years of test and development work by the company's engineering department.

The burner is of the pressure atomizing type, using combination gas and electric ignition of the most positive form. An unusual feature of its design is an adjustable tip by which the shape and size of the flame can be made to exactly fit the requirements of any heater, whether steam, hot water, or hot air. It is unusually quiet in its operation and entirely automatic, and is equipped with a specially designed radio filter which eliminates any possibility of radio interference.

The Gilbert & Barker Manufacturing Company is a subsidiary of "Stanco, Inc.," and has capital of \$5,000,000. Its home office is in Springfield, but it also maintains offices in New York, Chicago, London and Paris. The officers of the corporation are: C. C. Ramsdell, president; S. C. Hope, vice president; P. H. Bills, treasurer, and H. Merkel, assistant treasurer.

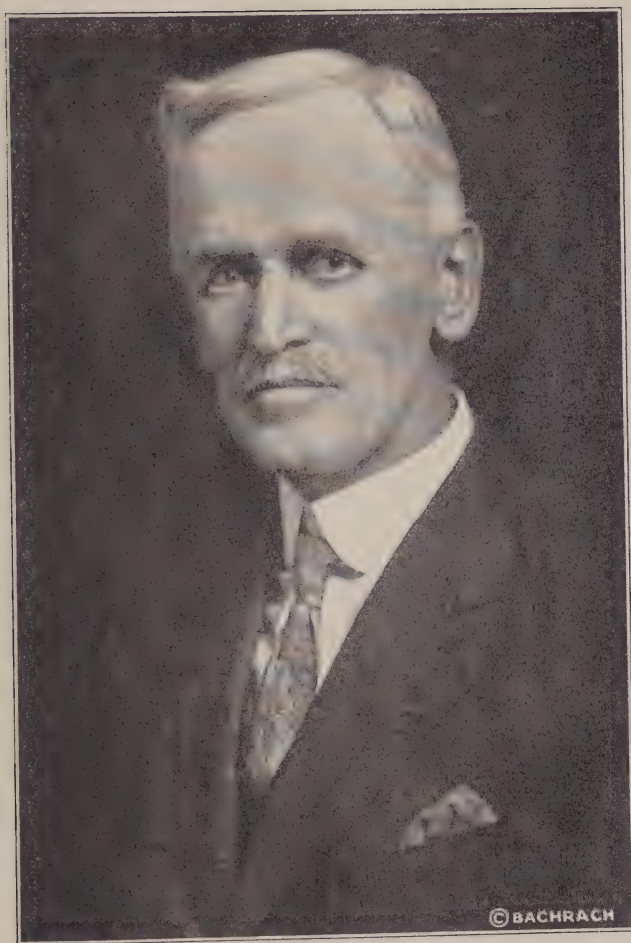
CHARLES C. RAMSDELL

Charles C. Ramsdell, president of the Gilbert & Barker Manufacturing Company of West Springfield, was born in New Haven, Connecticut, where he prepared for college in the public schools of the city and entered the Sheffield Scientific School at Yale, from which he graduated in the class of 1892. He entered the employ of the Gilbert & Barker Manufacturing Company on the 1st of August of that year and after spending nine or ten months in the factory, familiarizing himself with the details of the business and its many mechanical features, he was transferred to the sales department of the New York office in March, 1893. Advancing from one position to another, he was elected treasurer of the company in March, 1909, and held that office for three years. In 1912 he was elected a director and vice president of the company, to which office the duties of general manager were later added. On the 1st of January, 1929, he was called to the presidency.

During the past twenty years Mr. Ramsdell has traveled quite extensively throughout the United States and in Europe, introducing the company's product, which is now exported into seventy-eight countries.

FREDERICK ALFRED WORTHINGTON

Frederick Alfred Worthington, secretary and treasurer of the Agawam Company, manufacturers of woolen goods in Agawam, Massachusetts, has been continuously associated with this enterprise for a period of forty-four years and there is no phase of the business with which he is not thoroughly acquainted. His experiences have been comprehensive and his knowledge enables him to wisely direct every phase of the busi-



FREDERICK A. WORTHINGTON

ness that has to do with the complex operations of a plant of this character.

Mr. Worthington was born in Agawam, September 1, 1864, a son of Lewis N. and Alice S. Worthington. He attended the public schools of Agawam and afterward continued his education in the Worcester Academy at Worcester, Massachusetts, and in Eastman's National Business College at Poughkeepsie, New York. In 1883 he started out in the business world as clerk in a general store owned by C. W. Hastings and during a part of the years 1884 and 1885 he was employed in different departments of the woolen mill of the Agawam Company. Since June, 1886, he has been continuously with this company and has mastered every phase of the business, being employed in various departments. In August, 1905, he was appointed mill agent and in 1907 was elected treasurer and clerk. He has since served in the dual capacity and has contributed in substantial measure to the success of the business.

On the 19th of May, 1887, in New Bedford, Massachusetts, Mr. Worthington was married to Miss Sophia Powers, who was born in Greenfield, Massachusetts, July 6, 1863. Their children are: Harold P., who on October 24, 1914, married Marguerite Bartlett; and Elsie M., who became the wife of Percival V. Hastings on December 16, 1909.

Both Mr. and Mrs. Worthington take an active interest in community affairs and both are trustees of the Agawam Center Library Association, of which he is the treasurer. They hold membership in the First Baptist church of Agawam and Mr. Worthington has also been active politically, serving as town auditor in 1899 and 1900 and as a member of the school board for twelve years, from 1901 to 1913, acting as chairman of the board for eleven years of that period. He has membership in the Agawam Men's Club and the Agawam Sportsman's Club and his activities are broad and varied, touching the general interests of society and contributing to the welfare of the community along the lines of material, intellectual, social, civic and moral progress. Mrs. Worthington belongs to the Agawam Woman's Club and is chairman of the nurse committee of the Agawam Health Association.

ALMON G. HARRIS

Almon G. Harris is a prominent figure in woolen manufacturing circles of New England as president of the Agawam Company of Agawam, Massachusetts, with which he has been continuously identified since 1916, and also as president of the Harris, Emery Company of Quechee, Vermont. He was born in Boscawen, New Hampshire, January 24, 1870, a son of Ezra Sheldon and Sarah (Greene) Harris. The educational advantages which were accorded him in his youth included a high school course at Concord, New Hampshire, and training in Commerce Commercial College of Boston. From the age of twenty

years he has been connected with woolen manufacturing interests and the success which has rewarded his efforts in this field is manifest in his position as executive head of the Agawam Company of Massachusetts and the Harris, Emery Company of Vermont, extensive producers of woolen goods. He is also a director of the National State Capital Bank of Concord, New Hampshire.

On the 3d of October, 1912, in Boscawen, New Hampshire, Mr. Harris was united in marriage to Margaret Ethel Carroll, also a native of that town, born in 1888. They are the parents of six children: Almon G., Jr., Edwin Sheldon, Carl Webster, Robert Buckman, Carol and Janet Harris. Mrs. Harris is a member of the Concord (N. H.) Women's Club and the Smith College Club of New Hampshire.

Long active in public affairs, Mr. Harris made a most commendable record as representative to the New Hampshire legislature in 1903 and 1905, giving thoughtful and earnest consideration to the many vital questions which came up for settlement. He is also widely known in Masonic circles and has attained the thirty-second degree of the Scottish Rite in the order. He was master of the blue lodge of Penacook, New Hampshire, in 1900, 1901, 1902 and 1903; high priest of Trinity Chapter of Concord, New Hampshire, in 1906 and 1907; district deputy grand lecturer of the Grand Lodge of New Hampshire in 1902 and 1903 and district deputy grand master of the Grand Lodge of New Hampshire in 1904 and 1905. He is a Congregationalist in religious faith and is a member of the Wonalancet Club of Concord, New Hampshire.

MAX EMIL DEJONGE

Step by step Max Emil Dejonge has advanced in an orderly progression that has brought him to the responsible position of treasurer of the Louis Dejonge Company of Fitchburg. A native of New York, he was born on Staten Island, October 24, 1863, and after attending a boarding school at Catonsville, Maryland, he became a student in the Polytechnic Institute of Brooklyn, while later he pursued chemistry courses in the University of Zurich in Switzerland. Subsequently he has taken postgraduate work in chemistry in the University of Geneva, Switzerland, and thus comprehensive and thorough scientific training has qualified him for his present duties and responsibilities.

Starting out in the business world, he was with Louis Dejonge & Company in New York, filling various positions in the factory and learning the business of surface coating paper. He afterward specialized as a chemist in research work but in 1896 left the company and spent two and one-half years in charge of a run-down paper plant at Bloomfield, New Jersey, which he succeeded in placing upon a paying basis and then sold it to foreign interests. In 1900 he again joined Louis Dejonge & Company for the purpose of operating the Fitchburg (Mass.) plant on a part-

nership basis. This plant is given over to the manufacture of high-grade paper and photographers' special papers. In 1905 the Fitchburg business was made a separate entity from Louis Dejonge & Company, being called the Louis Dejonge Company. Max E. Dejonge was made vice president of the former company and treasurer of the latter and still occupies these official connections with the two business enterprises. The company ranks among the foremost of the kind in the country and takes great pride in the quality of its output and in the fact that it was the first to manufacture coated lithographic paper, beginning in 1875. During the World war the company specialized in making photographic paper for the government for use in aerial photography.

GEORGE R. PEABODY

George R. Peabody, general manager of the Louis Dejonge Company of Fitchburg and now acting also as managing executive of all the Dejonge work, was born August 17, 1876, in the city where he still resides, a son of John Q. and Sarah (Skinner) Peabody. He completed his education in the Fitchburg high school and from 1892 until 1900 occupied various clerical positions with the Wachusett National Bank of Fitchburg, after which he left that institution to become office manager with the Louis Dejonge Company. As the result of thorough application and the faithful and efficient performance of his various duties day by day he was advanced until he became general manager. He still retains that important connection with a business that is of extensive proportions. He has taken up new responsibilities and added duties from time to time and is now acting as managing executive for all the Dejonge work, spending about half of his time in this connection in New York. He is second vice president of Louis Dejonge & Company of New York.

There is also another phase of his character that has made him an outstanding citizen of Fitchburg, beloved by all, and that is his public-spirited devotion to the welfare and improvement of his city, which he represented as a member of the board of aldermen in 1914. He has also been president of the Visiting Nurses Association and is now a trustee of the Burbank Hospital.

In December, 1900, Mr. Peabody was married to Miss Stella T. Conant, who, like her husband, is active in church and hospital work. They have a daughter, Marjory, who is a graduate of the Fitchburg high school and of Smith College.

Mr. and Mrs. Peabody are affiliated with the Universalist church, in the work of which they are helpfully interested. He was formerly treasurer of the church and also a member of the church standing committee. During the World war he gave loyal support to the government in every possible way and had charge of numerous factories to assist in increasing production of war supplies. Fraternally he is a York Rite Mason and a

past commander of Jerusalem Commandery, K. T., also a member of Aleppo Temple of the Mystic Shrine. He belongs to the Merchants Club of New York, to the Boston Chamber of Commerce and to the Oak Hill Country Club and the Fay Club of Fitchburg. The interests and activities of his life cover a broad scope and have made his a well balanced and well rounded development. In the midst of an active and successful business career he has ever found time for public service and for assistance to his fellowmen. His life is actuated by high standards in every relation and he commands the unqualified respect and confidence of all who know him.

GEORGE MABBETT & SONS COMPANY

The investigator of industrial conditions in Massachusetts would scarcely look to the town made famous as the landing place of the Pilgrims for one of the most outstanding developments in textiles, yet there was established in Plymouth, at the very dawn of the present century a concern, whose founders determined it would manufacture only the finest grade of fabrics for men's wear, and which in a little more than a quarter of a century has built up a reputation among the leading merchant tailors of this country as the producer of clothing that is preferred by the discriminating trade over the highest quality of imported fabrics. Such is the record of George Mabbett & Sons Company, established in 1900 and incorporated two years later, and manufacturing at the outset only fifteen hundred yards of fine goods each week.

In less than three decades production facilities have been extended until today between 15,000 and 16,000 yards of woolen suitings are woven on the company's looms each week, and in 1928 the Aberthaw Company of Boston erected a large addition to the Plymouth plant which will enable the enterprise to increase its output materially.

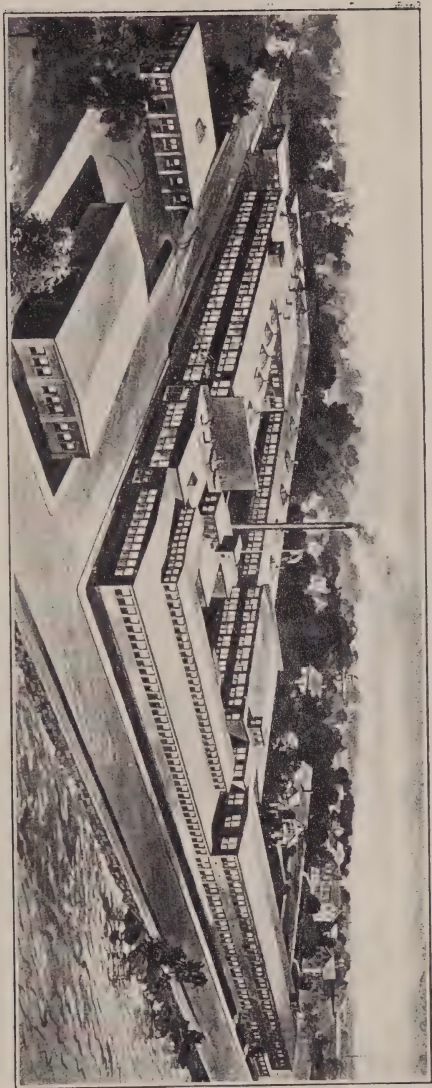
The Mabbett products are handled at the New York City office of the concern, located at 200 Fifth Avenue, and are sold to the leading jobbers and the fine clothing manufacturers of the United States.

The corporation has capital of \$440,000 and employs upwards of 350 operatives.

George E. Mabbett is president, H. S. Avery, secretary and treasurer, and Henry Walton, superintendent.

GEORGE EMERY MABBETT

George Emery Mabbett, president of the George Mabbett & Sons Company, Inc., of Plymouth, Massachusetts, was born in North Adams, this state, October 13, 1879, and is a son of George and Lucy (Fiske) Mabbett, the former a native of England, while the latter was born in Rhode



GEORGE MABBETT & SONS COMPANY

Island. After attending the public schools to the age of sixteen years George E. Mabbett started out to earn his own livelihood by working with his father in the plant of the Standish Worsted Company, in which the father owned the controlling interest. He was thus engaged until the mill was sold in 1899, after which he was associated with his brother, Herbert E. Mabbett, until June, 1900. They then established their present business under the name of the George Mabbett & Sons Company, beginning operations with only twelve looms. The business has steadily grown and developed until now there are fifty-two looms operating day and night. On the 10th of June, 1902, the business was incorporated under the present name with George Mabbett as president; H. Earl Mabbett as treasurer and George E. Mabbett as secretary. The last named is now president of the company, with Henry Walton as vice president, and Howard S. Avery as secretary and treasurer. Something of the continuous growth of the business is manifest in the fact that the company now has about three hundred employes whose skill is used in the manufacture of fine goods for the men's wear trade. Mr. Mabbett has closely studied needs, conditions and opportunities along these lines and has made of the enterprise a success which places it among the leading manufacturing concerns of this character in the state. Not only does he serve as president of this organization but is also vice president and a director of the Old Colony National Bank of Plymouth and is a stockholder and director of the Hyannis Airport Corporation.

At Plymouth, Massachusetts, September 18, 1906, Mr. Mabbett was united in marriage to Miss May Dwight Hill, and they still reside in Plymouth, the household now numbering two sons and two daughters: Emery Fiske, who was born May 10, 1910; George, born October 12, 1914; Mary, born March 5, 1916; and Ann, December 4, 1917. The family are Unitarians in religious faith and are well known socially, Mr. Mabbett being a director of the Plymouth Country Club. He is also a member of the Old Colony Club and the Manufacturers Club of Philadelphia.

ELY LUMBER COMPANY

The Ely Lumber Company of Holyoke is the outgrowth of a business of long existence. Few names in Hampden county have so long been associated with its industrial development. In the late '60s and in the '70s and '80s Watson Ely was the foremost contractor in Holyoke. He built the city hall, the Windsor Hotel and the Holyoke Opera House under contract for the late Congressman Whiting, founder of the Whiting Paper Company. At that time Holyoke was the theatrical center of western Massachusetts. He also built many of the best known mills and residences of the city. About 1882 he took over the Asa Willard woodworking plant upon Front street, which had at one time been occupied by the B. F.

Perkins Company, where was made the first practical telephone switch-board. The building is still standing, now being occupied by the Sampson Contracting Supplies Company. Mr. Ely conducted this woodworking plant in conjunction with his contracting business, which was at that period conducted under the style of Watson Ely & Son, the latter being now president of the Ely Lumber Company, which, however, is controlled by George S. Lewis, the treasurer, who is one of the best known lumbermen of the United States. In 1890 Watson Ely bought the land on which the present mill stands at Cabot and Carroll streets from the Deane Steam Pump Company, now known as the Worthington Pump Company, following a short period of identification with the International Pump Company. Watson Ely & Son continued a general lumber business and also operated a woodworking plant on this location until 1898, when the company was reorganized, becoming the Ely Lumber Company in January of that year. The officers were: W. F. Ely, president; George S. Lewis, treasurer; and V. R. A. Corvin, secretary. From 1882 until the reorganization L. A. Williston was manager and then became assistant treasurer, so continuing until his death in July, 1918, when he was succeeded in the two offices by J. R. Lewis, who so continues.

About 1904, or early in the following year, the company bought the land in the rear of its plant on Crescent street for lumber storage purposes and in 1909 purchased another plot adjacent to the water power plant and another on Summer street for lumber storage from M. F. Duke, upon which stood an apartment block and store that was dismantled by the company in 1918, due to the necessity of a larger area for the storage of lumber. During the World war the company was a sub-contractor for making cases for the Browning machine and air-craft guns, also tank guns, and in the plant were manufactured practically all cases used by the government for these guns.

In 1918 the kiln-dried storage buildings and sheds were greatly improved and new machinery for woodworking purposes was installed. Until 1922 the woodworking was done in the building left over from the purchase from the Deane Pump Company, a regular factory building with high head room. In this year a substantial floor was swung halfway through the building for a cabinet room, sash room and stain shop, making it a two-story building with a large ell swung out to the north on the east side of the building. In 1926 this second floor was extended through the entire building, the stain shop and cabinet room enlarged and splendid estimating and mill offices provided, with large storage room for building materials.

During this period a large increase in woodworking machinery was placed in the plant and in 1927 further enlargement was made to the plant. The business of the company has steadily grown with the passing years and today the Ely Company carries a large supply of southern pine and all kinds of lumber for the trade. Its plant is thoroughly modern, for improvements have been made from time to time and in 1928 a new Cooper-Cauldless engine with generator was installed. There are over

seventy individual motors in the plant at this time. This is the only plant in Holyoke manufacturing electricity out of its own waste and probably the only one in western Massachusetts. In 1929 a further large ell was added to the plant, which is splendidly lighted and has other working conditions that are unexcelled in New England. The Ely stands for coordination of plant procedure, working conditions and mechanical equipment, light and air and has no superior in New England today as a custom woodworking plant.

The company has furnished the interior and exterior for many notable buildings, including The Elms College at Chicopee, Massachusetts; Presbyterian church at Glens Falls, New York; Immaculate Conception church in Worcester; Mercy Hospital in Springfield; Perpetual Help church of Holyoke; Immaculate Conception church of Holyoke; the Glendale school in Springfield; the new Longmeadow school; the Agawam school; and many others, including some of the finest recently built private residences in Massachusetts.

J. LOVELL JOHNSON

J. Lovell Johnson is president of Iver Johnson's Arms & Cycle Works, devoted to the manufacture of arms and cycles at Fitchburg, and has been continuously identified with the business since his school days. He was born in Worcester, Massachusetts, June 26, 1876, a son of Iver and Mary Elizabeth (Spiers) Johnson. He supplemented his high school course at Fitchburg by further study in the Polytechnic Institute in his native city and when his textbooks were put aside he became associated with his father, thoroughly learning the business under the latter's direction. He acquainted himself with every phase of manufacturing as well as with the trade relations of the house, and when in 1916 the business was incorporated as Iver Johnson's Arms & Cycle Works, he became the president and has remained the executive head of the organization since that time. Owing to his able direction and far-sighted policy the industry has steadily grown and its output of both arms and cycles finds a ready sale on the market. They manufacture single and double barrel shotguns, revolvers and rifles, and also bicycles, juniorcycles and velocipedes.

Mr. Johnson is also serving as president of the Iver Johnson Sporting Goods Company of Boston, Worcester and Fitchburg; is vice president of the Fitchburg Mutual Fire Insurance Company, chairman of the board of investment of the Fitchburg Savings Company and a director of the Fitchburg Co-operative Bank, the Worcester County National Bank, the Merchants National Bank of Boston and the Boston Casualty Company. He finds a ready and accurate solution for intricate and involved business problems, and his well defined plans and purposes are carried forward to a successful conclusion.

On the 12th of February, 1923, Mr. Johnson was married to Miss Mar-

garet Mary Dwyer, of Fitchburg, and they have become the parents of a daughter, Mary Margaret, born August 24, 1924. The family travels to Florida each winter and spends considerable time in Yellowstone National Park in the summer seasons.

Mr. Johnson is well known in club circles, holding membership in the Worcester, Fay, Oak Hill Country, Algonquin, Boston Athletic and City Clubs. He is a past master of Charles W. Moore Lodge, F. & A. M., a Knight Templar and Consistory Mason and a member of Aleppo Temple of the Mystic Shrine. His political allegiance is given to the republican party, whose principles he upholds. From 1901 until 1903 he served as alderman of Fitchburg and represented his district in the state senate during 1907-08. He was also councillor of the district in 1909-10 and was made a delegate to the republican national convention in Chicago in the latter year. Formerly he was treasurer of the republican state central committee and was also chairman of the republican city committee. His opinions have long carried weight in party councils, and back of his political efforts is a keen desire to promote and uphold the best interests of community, commonwealth and country.

EDWIN AVERY BREWER

The life story of the late Edwin Avery Brewer contains much of inspirational value. Of a sturdy old New England family, he was born October 28, 1853, in Wilbraham, Massachusetts, where his parents were well-to-do farmers. In 1874 he was graduated from Wilbraham Academy and for a time he taught school.

At the age of twenty-one he came to Worcester and soon thereafter entered the employ of William Bush, retail druggist, as a clerk. Here by industry and fidelity to his employer's interests, he later became a partner of Mr. Bush, acquiring a half interest, the business thereafter continuing as Bush & Co. On Mr. Bush's retirement in 1893 Mr. Brewer became sole owner. In 1897, the business having outgrown its quarters, Mr. Brewer acquired the property at No. 56 Front street and erected a new building, from which time the business was and is being conducted under the name of Brewer & Company.

During most of these years Mr. Brewer was strictly a retail druggist but gradually entered the wholesale field and later decided to embark in the manufacture of pharmaceuticals, thereupon establishing laboratories in Worcester. At the time of his death branches had been established in Boston, Fall River, Providence and New York.

The business owes its expansion and existence to his foresight and vision. Conservatively progressive, it grew and prospered under his skillful guidance, and he lived to see it become one of New England's foremost representative drug jobbing and manufacturing industries.

Mr. Brewer resided in Worcester until his death and was ever a be-



EDWIN A. BREWER

liever in the future of the city of his adoption, contributing to its up-building by the investment of spare funds in realty from time to time as the requirements of his business permitted. Never a seeker of publicity, in private life he gave most generously of his means and time to any worthy movement, his larger benefactions being to the church of his choice—Methodist—of which he was a lifelong member.

Personally Mr. Brewer was affable, genial and kindly, democratic and approachable, and was ever ready to give a sympathetic ear to the troubled and never too busy to listen to those seeking his counsel and advice. He will long be affectionately remembered by many retail druggists who started their business career in his employ.

Mr. Brewer passed away on July 18, 1917.

BROOKS BANK NOTE COMPANY

Forty years ago, in 1889, Joshua L. Brooks, president of the Brooks Bank Note Company, left college and started a small lithographing business. His quarters consisted of two rooms; his equipment, one stone lithographing press; and his capital, principally his youth and his health. In 1897 the Brooks Bank Note Company moved from Boston to Springfield, Massachusetts. New lines of color lithography were added to its products. The company moved into a new and larger plant in 1906 and established a new division for the manufacture of lithographed folding boxes.

Today (1930) the company's buildings are located on its own five-acre tract in Springfield. The main building, with seventy-five thousand square feet of floor space, has a long line of large, modern offset presses, manufacturing color and commercial lithography in all its branches. In a period of six months alone over one hundred thousand dollars has been spent for the latest in modern production equipment.

JOSHUA L. BROOKS

Joshua L. Brooks, one of Springfield's distinguished citizens and prominent business men, has been president, treasurer and director of the Brooks Bank Note Company for the past four decades, having founded this enterprise in 1889, and since 1910 has also been at the head of the Lyman B. Brooks Company of Boston, which was founded in 1861. Both are lithographing concerns. Mr. Brooks' various other interests in the east include the ownership of the Newagen Inn and Cottages at Newagen, Maine, which he established in 1923. He was born in Brookline, Massachusetts, January 19, 1868, a son of Lyman B. and Maria Cordelia (Loring) Brooks. Following the completion of a high school course at Newton,

Joshua L. Brooks entered Boston University as a member of the class of 1890. As above indicated, it was in 1889 that he founded the Brooks Bank Note Company of Springfield, of which he has been president, treasurer and director throughout the intervening period of forty years, building up a business of extensive and profitable proportions. He is also president and director of another lithographing concern, the Lyman B. Brooks Company of Boston, which was founded in 1861 and of which he has been at the head since 1910. In the year 1923 his interest was aroused in the state of Maine and he became owner and proprietor of the Newagen Inn and Cottages at Newagen, Maine, a popular resort. He has likewise been a director of the Springfield Street Railway Company since 1927 and has been president and director of the Samoset Steamship Company of Bath, Maine, since 1928. He is also a director of the Third National Bank & Trust Company of Springfield. Success has attended his business undertakings, for he is an executive of broad vision, unfaltering enterprise and keen sagacity.

Mr. Brooks has long figured prominently in civic affairs and in projects of benefit to New England. He founded the Eastern States Exposition of Springfield in 1914 and has been its president and chairman of trustees throughout the intervening period of fifteen years. About 1916 he was the recipient of the William Pynchon medal for distinguished public service, while his activities during the World war included service as chairman of the Third Liberty loan in Springfield, as chairman of the War Chest drive in Springfield, as a member of the state food committee, as an appointee of Herbert Hoover for special work in organizing the Massachusetts division of the Federal Food Committee and as chief of the Industrial Service Section of the United States Army in the ordnance department. Mr. Brooks was elected to the New England Council for the year 1925, was reelected for a two-year term in 1926 and in 1927 was elected vice-president and chairman of the Massachusetts division of the New England Council, being honored with reelection to these offices in 1928. He is also chairman for New England of the St. Lawrence Waterways Delegation. Moreover, he is a director of the Springfield Young Men's Christian Association, Junior Achievement, Inc., and the Hampden County Improvement League and is a trustee of the Springfield Hospital. In 1913-1914 he served as president of the Springfield Chamber of Commerce and his name is likewise on the membership rolls of the Associated Industries of Massachusetts, which he represented on the executive committee in 1915, 1916 and 1917, the National Lithographers Association, the Paperboard Industries Association, the Vermont State Chamber of Commerce, the Maine State Chamber of Commerce and the Maine Hotel Association. His religious faith is that of the Congregational church and fraternally he is identified with the Greek letter society Theta Delta Chi. He has membership as well with the Sons of the American Revolution and the Mayflower Society and also belongs to the Nayasset Club and the Colony Club of Springfield.

On the 6th of June, 1894, Mr. Brooks was united in marriage to

Margaret L. Robinson, who formerly lived in Gardiner, Maine. They are the parents of four sons, namely: Lawrence Loring, a young man of thirty-three years; Robert Pearmain, who is thirty-two years of age; J. Loring, Jr., twenty-three; and John Dudley, a youth of nineteen.

The following illustrious names appear in the ancestral record of Joshua L. Brooks: John Alden and Priscilla (Mullen) Alden (Mayflower Society); Rev. John Cotton, "Father of Boston"; Simon Bradstreet, first governor of Massachusetts; Admiral Joseph Smith, born in 1790; William B. Cushing, an American naval officer, noted on account of his exploit in blowing up the Confederate ironclad ram Albemarle at Plymouth, North Carolina, on the night of October 27, 1864; Alonzo Cushing, hero of Gettysburg; and John Quincy Adams, of whom J. L. Brooks is a direct descendant.

JOEL CHENEY WELLS

Joel Cheney Wells is a prominent figure in industrial circles of his native state as a trustee, executive vice president and secretary of the American Optical Company of Southbridge, with which important manufacturing concern he has been continuously identified during the past thirty-seven years. He was born in Southbridge, Massachusetts, November 11, 1874, a son of George Washington and Mary Eliza (McGregory) Wells, and supplemented the public school education here acquired by a course of study in Worcester Academy. Since the beginning of his business career in 1893, when he was a youth of nineteen years, he has been connected with the American Optical Company, which he now represents in the dual official capacities of executive vice president and secretary and to the growing success of which he has contributed in substantial measure. He is also a director of the Southbridge National Bank, the Southbridge Water Supply Company and the Rolls-Royce Company of America, Inc.

On the 20th of November, 1901, in Boston, Mr. Wells was united in marriage to Florence Winifred Morse, who was born in South Easton, Massachusetts, June 27, 1876. They are the parents of a son and two daughters, namely: John Morse, who married Sylvia Shippen; Florence, and Gertrude Alice.

Fraternally Mr. Wells is affiliated with the following Masonic bodies: Quinebaug Lodge, A. F. & A. M.; Doric Chapter, R. A. M.; Worcester County Commandery, No. 5, K. T.; and Massachusetts Consistory, S. P. R. S. He belongs to the First Baptist Society of Southbridge and some idea of the scope and breadth of his interests may be gained from the fact that he also has membership connection with the Algonquin Club of Boston, the American Forestry Association, the Automobile Club of America, the Cohasset Country Club, the Connecticut Forest & Park Association, the Country Club of Brookline, the Eastern Horse Club, the Fishers Island Corporation, the Longmeadow Country Club, the Massachu-

setts Automobile Club, the Massachusetts Society of the Sons of the American Revolution, the Megantic Fish & Game Corporation, the Metropolitan Club of New York city, the New Riding Club of Boston, the Republican Club of Massachusetts, the Southbridge Club, the Tin Whistles of Pinehurst, North Carolina, the Union Club of Boston and the University Club of Boston.

HARRINGTON & RICHARDSON ARMS COMPANY

A history of Massachusetts industries would be incomplete and unsatisfactory were there failure to make extended reference to the Harrington & Richardson Arms Company of Worcester. The well known publication, "Field and Stream," in an article on the history of American arms and ammunition, said: "This company has reached that pinnacle of fame whereby no reference to firearms is historically correct unless some mention is made of the patents evolved by Mr. Harrington and Mr. Richardson." When but twenty-six years of age Gilbert Henderson Harrington invented a revolver that was destined to make his name widely known in this connection, for it was the first shell-ejecting revolver produced. At that time he was employed in the small shop of Ballard & Fairbanks, revolver manufacturers of Worcester, and when they discontinued making revolvers the business was taken over by Mr. Harrington. At the same time Franklin Wesson was engaged in the manufacture of rifles in Worcester and in 1871 he took his nephew, Gilbert H. Harrington, into partnership with the purpose of developing and perfecting the new revolver which the latter had just invented. Arrangements were also made to place William Augustus Richardson, who had been employed in the Ballard & Fairbanks factory, in charge of the mechanical end of the business of the new firm. In 1874 Mr. Harrington purchased the interest of Mr. Wesson and the firm of Harrington & Richardson was then organized and energetically set to work to place its goods before the public. The plant at that time was situated at 18 Manchester street and the employes numbered eighteen. The Harrington revolver proved popular from the beginning because of its superior features and was manufactured until 1878, selling largely abroad as well as in the United States. At the Centennial Exposition in Philadelphia the firm had a display case of beautiful revolvers which won wide attention. By that time, 1876, the business was well established. Both partners were men of creative genius, not afraid to try new projects, and made steady advancement in their undertakings. Brains, skill, experience, ambition and energy brought results that were most desirable and the growth of their business necessitated larger quarters, which were secured at 31 Hermon street in 1876. They secured half of one floor, their space being forty-five by ninety feet, and here installed new machinery. The same year the company brought out another style of revolver whereby



GILBERT H. HARRINGTON

with a simple movement the center pin slipped out, allowing the cylinder to drop into the hand, the pin being used to push out the shells, and this was further perfected with a spring catch for the cylinder. For many years it had steady sale on the market. In 1878 the company had to lease the other half of the floor it occupied and was now employing thirty-six skilled workmen. That year they began the manufacture of double-action revolvers, which found a ready sale. On the 6th of March, 1878, the firm of Harrington & Richardson was joined by George F. Brooks, who eventually became treasurer, Mr. Harrington devoting his attention to the business interests of the concern, while Mr. Richardson supervised the general manufacturing interests. In 1880 this firm arranged with Anson & Deely of England to manufacture their double-barrel hammerless shotguns under the latter's patents. These guns were of the highest grade and commanded the best market prices. Harrington & Richardson at once began manufacturing these guns and to do so secured additional factory equipment and more space. Again success attended the company in its new undertaking and the business so increased that by 1886 the company was again handicapped by lack of room. Not only were they having an extensive sale for the double-barrel hammerless shotguns, but their sale of revolvers had increased to such an extent that they decided to discontinue the manufacture of the guns. In January, 1888, the business was incorporated under the name of the Harrington & Richardson Arms Company, with Gilbert H. Harrington as president, William A. Richardson as treasurer, and George F. Brooks as secretary. Year by year the business continued to expand as the result of the progressive ideas that were introduced and the expert workmanship that was utilized in their manufacturing processes. Their output was being marketed through many channels and it was seen that a new plant would soon be necessary that would house more workmen and allow the different departments to be placed in separate sections. In 1890 land was purchased and an additional tract secured the following year, but owing to the illness of Mr. Harrington, work on the structure was not begun until 1893, when the first unit of the factory was built, extending along Park avenue for one hundred and eighty feet, with one end facing on Chandler street. The building was completed in 1894 and new and improved machinery was installed, its equipment being unsurpassed by any similar establishment in the world. At that time two hundred and fifty workmen were employed and by reason of increased space and improved machinery they were able to turn out the firearms in larger quantities. The improved facilities of manufacture kept pace therewith and the business was the expression of the superior ability, ingenuity and progressive methods of its founders up to the year 1897, when both passed away. The death of Mr. Harrington occurred June 22, 1897, when he was but fifty-two years of age, and Mr. Richardson passed away in November of the same year, at the age of sixty-three. Following the death of his long-time business associate Mr. Richardson had served both as president and treasurer and thus both offices were left vacant. At the

succeeding meeting of the stockholders Mr. Brooks was made treasurer and general manager and he continued also to fill the office of secretary. Edwin C. Harrington, then twenty years of age, was elected president and with Mr. Brooks and Mrs. Mary A. Richardson formed the board of directors.

When John W. Harrington, younger brother of Edwin C., had completed his education he, too, entered the factory and has since been actively identified with the business. He was called to the office of treasurer in 1921 and through the present century the brothers have been most important factors in the continuous development of the business founded by their father. The public demand for a shotgun of superior make led them to produce a single-barrel gun which met with instantaneous success. This was brought out in 1900. In the same year an addition was built to the factory, giving to it a length of two hundred and forty feet. The export business was being developed and this in time demanded further space, so that another building was erected in 1901 on Chandler street, a replica of the former building, and giving to the firm a total area of seventy-five thousand square feet. Two years later the company began producing police goods and its output in this particular line is known in every section of the United States. Today the company receives orders for its firearms not only from every state of the Union but also from Great Britain, China, New Zealand, India, Norway, Sweden, Java, Australia, France, Germany, Russia, Italy, Canada, Japan and South America and it manufactures a greater variety of models of firearms than any of its competitors. The H. & R. trade-mark is a synonym of excellence and of quality.

EDWIN CHESTER HARRINGTON

Edwin Chester Harrington, president of the Harrington & Richardson Arms Company of Worcester, an internationally known concern engaged in the manufacture of firearms, was called to the presidency of the organization in the year in which he attained his majority. He was born in Worcester, September 18, 1877, a son of Gilbert Henderson and Charlotte M. (Harrington) Harrington. Extended mention of the father, who was the founder of the business, is made on another page of this work.

Having mastered the branches of learning taught in the public schools of his native city, Edwin C. Harrington continued his education in Dalzell's Preparatory School and in Becker's Business College. He then entered the firearms manufactory of the firm of Harrington & Richardson and upon the death of his father in 1897 was elected to the presidency, although not yet twenty-one years of age. He has continued in this executive position through the intervening period.

On the 19th of June, 1901, in Worcester, Mr. Harrington was united

in marriage to Edith Burton, of this city. They are the parents of a daughter and a son, namely: Marjorie, who completed a high school course in Worcester and is now attending the Chandler School of Boston; and Edwin Chester, Jr., who is a graduate of the South high school of Worcester and of the Worcester Academy and is now pursuing a special course in chemistry in Cornell University. Mr. Harrington is a Knight Templar Mason, who has also attained the thirty-second degree of the Scottish Rite and his name is on the membership rolls of the Commonwealth Club.

JOHN W. HARRINGTON

John W. Harrington, treasurer of the Harrington & Richardson Arms Company of Worcester, was born in that city, February 21, 1880, a son of Gilbert Henderson and Charlotte M. Harrington. His education was acquired in private and preparatory schools and at the age of eighteen, on his father's death, he came into the business of the Harrington & Richardson Arms Company, of which he has been treasurer since 1921. He was also president of the Heald Machine Company for several years, until 1930, and is today president and treasurer of the Stockbridge Company. Each year he travels in Europe, looking after the business of the company, and the foreign trade is constantly growing.

Mr. Harrington is a York Rite and thirty-second degree Mason and a member of Aleppo Temple of the Mystic Shrine. He also belongs to the Independent Order of Odd Fellows and has membership in the Worcester Club and the Tatnuck Country Club.

WILLIAM SKINNER & SONS

The name of William Skinner & Sons is known throughout the length and breadth of the land, for under this title there has been developed the largest enterprise in the world devoted to the manufacture of cotton-back satins and silk and mohair braids. The history of the business is a record of continuous growth.

William Skinner, a son of John Skinner, was born in London, England, November 14, 1824, and his life record covered the intervening period to the 28th of February, 1902, when he passed away in Holyoke, Massachusetts. Following his graduation from the public schools he was trained as a silk weaver by his father, who was engaged in that line of business. He came to the United States when a young man of nineteen years, at which time he was a skilled worker in silks. He was first employed in the Valentine Dye Works at Northampton and after two years spent in that way became associated in business with Joseph Warner under the firm style of Warner & Skinner. In 1849 he built a small mill

at Haydenville, on the banks of Mill river, and there began the manufacture of sewing silks. This constituted the initial step in the development of the mammoth enterprise which has come into existence under his name. In 1853 he purchased a plant and water power at what became the town of Skinnerville and continued the manufacture of sewing silks, while in 1874 he added silk twist to his line. No man of the period was more closely associated with the development of the silk industry. In 1857 he erected a three-story structure known as the Unquo-monk Silk Mills, but on the 16th of May, 1874, the breaking of a dam caused the mills and the entire village to be swept away, nothing remaining but the home of Mr. Skinner, which stood on high ground. With characteristic energy he began rebuilding the plant at Holyoke and in October, 1874, the first new mill was completed and equipped for the manufacture of cotton-back satins and silk and mohair braids. Fifty-five years have since come and gone and the business has been carried on steadily, while its ramifying trade relations reach out not only to the farthest confines of America, but to European countries as well. This is now the largest concern of the kind in the world, with a mammoth plant supplied with the latest improved machinery, in which have been introduced many new inventions. Modern processes have been adapted to manufacturing needs, and the Skinner products have become a household word throughout America. The business was incorporated in 1889 with a capital of one hundred thousand dollars. Each year since that time has chronicled progress, and the results achieved have gone far beyond the earliest dreams of the founder. Today the business is under the immediate management and direction of William Skinner, president and treasurer; Henry Skinner, vice president; and P. H. Hubbard, general manager.

GROTON LEATHERBOARD COMPANY

The Groton Leatherboard Company was incorporated in 1899 for the purpose of manufacturing and selling leather-board and leather-board products. The mill was in continuous and successful operation producing counter-boards, shank-boards, chair-boards, friction-boards and heel-boards until July 23, 1914, when the buildings were destroyed by fire. The following year a new and substantial brick building was erected, the water power improved by the installation of two modern water wheels, and entire new equipment installed in the new mill. The company resumed the manufacture of leather-boards.

In 1924 the charter was amended so as to extend the nature of its business by adding to the corporate purposes "the manufacture and sale of mats for use in stereotyping or printing and any articles or products capable of manufacture in paper mills or board mills." In April, 1924, the company commenced the manufacture of stereotype-matrix mat or



GROTON LEATHERBOARD COMPANY

board. In 1926 a substantial addition was made to the main building by the erection of a wing extending to the railroad. This addition was for the purpose of providing space for machinery and furnishing adequate facilities for receiving raw material and shipping the finished product. In 1928 another addition was made by the erection of a store house and dry house parallel with the railroad and attached to the building erected in 1926.

The entire product of the mill is sold to the Certified Dry Mat Corporation, 342 Madison avenue, New York, New York, and by this corporation is distributed to more than four hundred of the leading newspapers of the country.

The Groton Leatherboard Company is owned, operated and officered by residents of the town and has been in continuous operation since the incorporation of the company in 1899. The present officials of the company are: Winthrop L. Sheedy, president; Carl A. P. Lawrence, vice president; and Michael Sheedy, secretary and treasurer.

WINTHROP LAWRENCE SHEEDY

Winthrop L. Sheedy is the president of the Groton Leatherboard Company of West Groton, extensively engaged in the manufacture of stereo-type-matrix mat or board. He is a native son of Groton, Middlesex county, born January 24, 1891, his parents being Michael and Mary Grace (Reed) Sheedy. In the acquirement of an education he attended Lawrence Academy of Groton and following his graduation therefrom in 1909 he matriculated in Williams College of Williamstown, Massachusetts, which in 1913 conferred upon him the Bachelor of Arts degree. His initial experience in the business world was gained in the insurance field but since 1916 he has been continuously associated with the Groton Leatherboard Company, manufacturers of fiber-board. As above stated, he is now the executive head of the corporation, which in 1924 began the manufacture of matrix mat and in this connection has developed an industry of very large and profitable proportions. He is also a director and vice president of the Groton Water Company and enjoys high standing among the representative manufacturers and prominent citizens of this part of the state.

On the 7th of June, 1922, in Philadelphia, Pennsylvania, Mr. Sheedy was united in marriage to Clara Louise Moore, who was born at Ellsworth, Maine, June 10, 1891, and is a graduate of the Froebel League of New York. They are the parents of two daughters, Mary Louise and Constance Lane Sheedy.

The military record of Mr. Sheedy covers service in the World war as a sergeant of field artillery. He has membership in both the Nashua Country Club and the Groton Country Club, while his church association

is with the First Parish of Groton. He moves in the best social circles of his community and is extremely popular throughout the range of his acquaintances.

MICHAEL SHEEDY

Michael Sheedy, a native son and lifelong resident of Groton, ranks with the foremost manufacturers of the city as secretary and treasurer of the Groton Leatherboard Company, with which he has been continuously identified since its incorporation in 1899. He was born September 25, 1856, a son of Michael and Jane (Ready) Sheedy, and received his education in Lawrence Academy of Groton, from which he was graduated in 1873. His initial business training was acquired in a country store of Groton, where he was employed in a clerical capacity for six years. Thereafter he was connected with the wholesale grocery establishment of Howard W. Spurr & Company of Boston in the capacities of buyer and salesman for twenty-three years and then in 1899 turned his attention to manufacturing interests by associating himself with the Groton Leatherboard Company, to the steady expansion and success of which he has contributed materially during the intervening period of more than three decades. Mr. Sheedy is treasurer and secretary of the Groton Leatherboard Company, vice president of the International Leather Company, a director of the Groton Water Company and has been a trustee and treasurer of Lawrence Academy since 1898.

In Groton, Massachusetts, February 3, 1886, Mr. Sheedy married Miss Mary Grace Reed, who was born in Lowell, Massachusetts, October 5, 1854. They became the parents of two sons: Harold Reed, who married Ruth Rockwood; and Winthrop Lawrence, who is mentioned elsewhere.

Since age conferred upon him the right of franchise Mr. Sheedy has supported the men and measures of the republican party and he has rendered valuable service to his fellow townsmen as a member of numerous committees. He is a past chairman of the library building committee and also past chairman of the park commissioners and has been a member of the Boston Chamber of Commerce since 1899. In religious faith he is a Unitarian, belonging to the First Parish of Groton. Though past the Psalmist's allotted span of three score years and ten, Michael Sheedy is still an active factor in the world's work and his record is one well worthy of commendation and emulation.

CARL A. P. LAWRENCE

Carl A. P. Lawrence is officially connected with a successful industrial enterprise of eastern Massachusetts as vice president and director of the Groton Leatherboard Company of West Groton. He was born in Leomin-

ster, Worcester county, this state, July 27, 1891, a son of William A. and Clara P. Lawrence. In his youth he was accorded liberal educational advantages, for following his graduation from Lawrence Academy of Groton in 1910 he entered Dartmouth College of Hanover, New Hampshire, and four years later was graduated from the latter institution with the degree of Bachelor of Arts. Aside from his important identification with manufacturing interests as vice president of the Groton Leatherboard Company he is a factor in financial affairs as vice president and director of the First National Bank of Ayer and trustee of the North Middlesex Savings Bank. He is also treasurer and general manager of the Groton Water Company and a trustee of the Groton Public Library and thus ranks with the influential and valued young residents of his adopted city.

On the 15th of December, 1923, in Haverford, Pennsylvania, Mr. Lawrence was married to Mary Scattergood Hoag. He belongs to the First Parish of Groton and is a popular member of the Groton Country Club and the Nashua Country Club, having full appreciation for the social amenities of life. During the period of the World war he was active in Red Cross work at Camp Devens and at all times his aid and cooperation can be counted upon in support of the best interests of community, commonwealth and country.

THE H. B. SMITH COMPANY

The H. B. Smith Company of Westfield, Massachusetts, is engaged in the manufacture of low pressure steam and hot water heating plants. It was founded by Henry B. Smith and his brother, Edwin Smith, in the year 1854. These two were sons of Andrew Smith, who died in Savannah, Georgia, in 1819. He had been married in 1812 to Ann Roberts, who was born in Hartford, Connecticut, in 1786 and died in Westfield, Massachusetts, April 14, 1860, having survived her husband for forty-one years. Andrew and Ann Smith were the parents of three sons and a daughter: William Roberts; Mary Anne; Henry Bates, one of the founders of The H. B. Smith Company; and Edwin I.

The last named, who was the youngest of the three sons, was born at New London, Connecticut, January 17, 1819, and died at Westfield, Massachusetts, August 16, 1886. From the age of fifteen years for a period of twenty-one years, or until 1854, he resided at Providence, Rhode Island, where he was a junior partner in a banking house. In the latter year, however, he became associated with his brother, Henry B. Smith, in establishing a foundry at Westfield, Massachusetts. Business was begun on a small scale but from this humble beginning the enterprise steadily developed until now it is one of the greatest of the kind in New England.

In early manhood Edwin Smith was united in marriage to Cornelia Bailey, who was born May 19, 1821, and passed away August 14, 1893. They became the parents of six children, four sons and two daughters,

namely: Edwin Bailey; David Sisson; Philip Case, who married Rachel H. Kellogg on November 16, 1881, and now has three sons—Philip Chapin, Edwin Woolsey and Stanley Howard; Cornelia Ann, the wife of Edward P. Chapin; Emma Frances, who is deceased; and William Thomas Smith.

E. G. CARLTON & SONS

E. G. Carlton & Sons have long produced white flannels, at its Rochdale plant, which is equipped with six sets of cards, sixty broad looms, a boiler and a water-wheel. In 1928 a substantial two-story brick addition, of modern mill construction, was erected, 62 by 14 feet, in which additional machinery was installed. The concern is owned by Everett Carlton, and upwards of 100 hands are employed.

EVERETT CARLETON

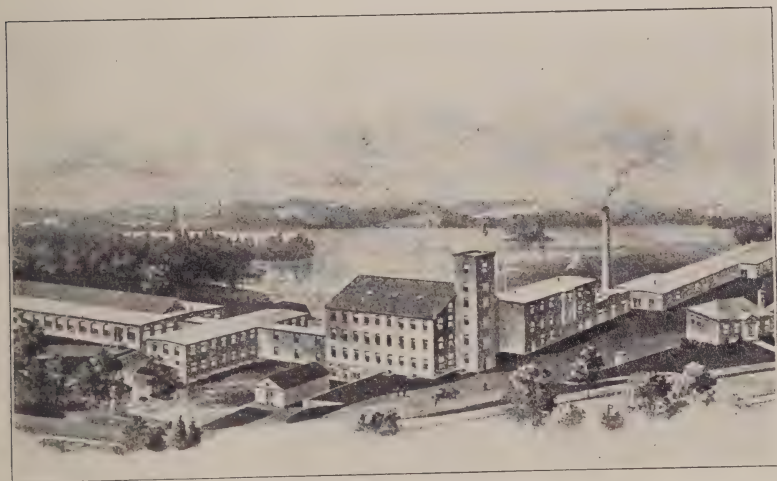
The importance to Rochdale of the woolen manufacturing interests of E. G. Carlton & Sons can scarcely be overestimated, for the enterprise furnishes employment to a large number of the people of the town and a spirit of friendly cooperation has always been maintained between the employers and their representatives. Of this business Everett Carleton is the proprietor and in the conduct of his interests displays a most progressive spirit. He was born in Rochdale, May 31, 1860, a son of E. G. and Susan (Stoye) Carlton, the former a native of North Andover, Massachusetts, and the latter of West Amesbury.

After attending the Rochdale public school Everett Carleton continued his education in the Worcester Academy and then entered his father's woolen mill in order to thoroughly learn the business in principle and detail. He worked in every department of the mill and gained an intimate knowledge of every phase of operation. The father died in 1906 and in the same year Everett Carleton purchased the interest of his brother in the business. The plant has been increased about five times its original size and the business has grown correspondingly. They manufacture white flannels and employ about one hundred operatives. The kindly feeling that exists between employer and employes is indicated in the fact that some of the latter have been connected with the mill for forty years or more and a regular family spirit exists. Strikes in this town, where nearly everyone works for Mr. Carleton, are unknown. He is constantly alert to the welfare of his operatives, who perform their labors under pleasant conditions and amid congenial surroundings. Aside from his ownership of the woolen mill Mr. Carleton is a trustee of the Leicester Savings Bank.

On the 2d of June, 1908, was celebrated the marriage of Mr. Carleton



E. G. CARLTON & SONS, 1860



E. G. CARLTON & SONS, 1930

and Miss Mary L. Wright, of Belfast, Maine, who is very active in the Girl Scout movement and is a director of the Children's Friend Society of Worcester and of many other charitable and philanthropic organizations. They have a beautiful country home on a hundred-acre tract of land, adorned with lovely gardens and shrubs and presenting one of the most attractive scenic features of this section.

Mr. Carleton belongs to the Tatnuck Country Club of Worcester and the Commonwealth Club and he is both a York and Scottish Rite Mason. He takes the keenest interest in the welfare of the town and has served as a selectman, as fire engineer and as a trustee of the public library of Rochdale. He travels extensively, making annual trips to Europe and other sections of the world, and is cosmopolitan in his interests and ideas. He has always made his home in Rochdale, where the extent and importance of his interests make him an outstanding figure in this section of the state.

DEFIANCE MANUFACTURING COMPANY

The Defiance Manufacturing Company of Norton, conducting a bleachery, originally operated a cotton mill, which was destroyed by fire about 1906. The plant was then rebuilt for a bleachery and was conducted by Frank Burbanks until about 1912. It then lay idle for a few years, at the end of which time the present company purchased the building, erected an addition and began the operation of a bleachery for cotton piece goods. In 1917 John F. Bannon purchased an interest in the business and became a director and manager of the plant. In 1920 he was elected to the presidency of the company and still continues to direct the operation of the plant, which is a two-story structure with a main building and two wings, the main structure being four hundred by sixty feet. Employment is given to approximately two hundred people, and the plant is now profitably operated, the business methods and the equipment being thoroughly modern in every particular.

John Francis Bannon, at the head of this enterprise, was born in Saylesville, Rhode Island, July 22, 1875, and is a son of Patrick and Bridget (Burke) Bannon. He acquired a common school education and afterward attended Brown University, where he took a special course in chemistry. He then became associated with the Saylesville Bleachery, with which he remained until 1908, when he became identified with the Union bleaching and finishing plant at Greenville, South Carolina. In 1905 he entered the bleachery at Mansfield, Massachusetts, and upon the death of his father in 1918 succeeded to the presidency of the Defiance Manufacturing Company, which office he still fills. His associate officers are: Joseph B. Warne, vice president and agent at the New York office at 40 Worth street; and William F. Allen, who is serving as treas-

urer. Mr. Warne has been with the company since 1915, and the executives are all men of capability and wide experience.

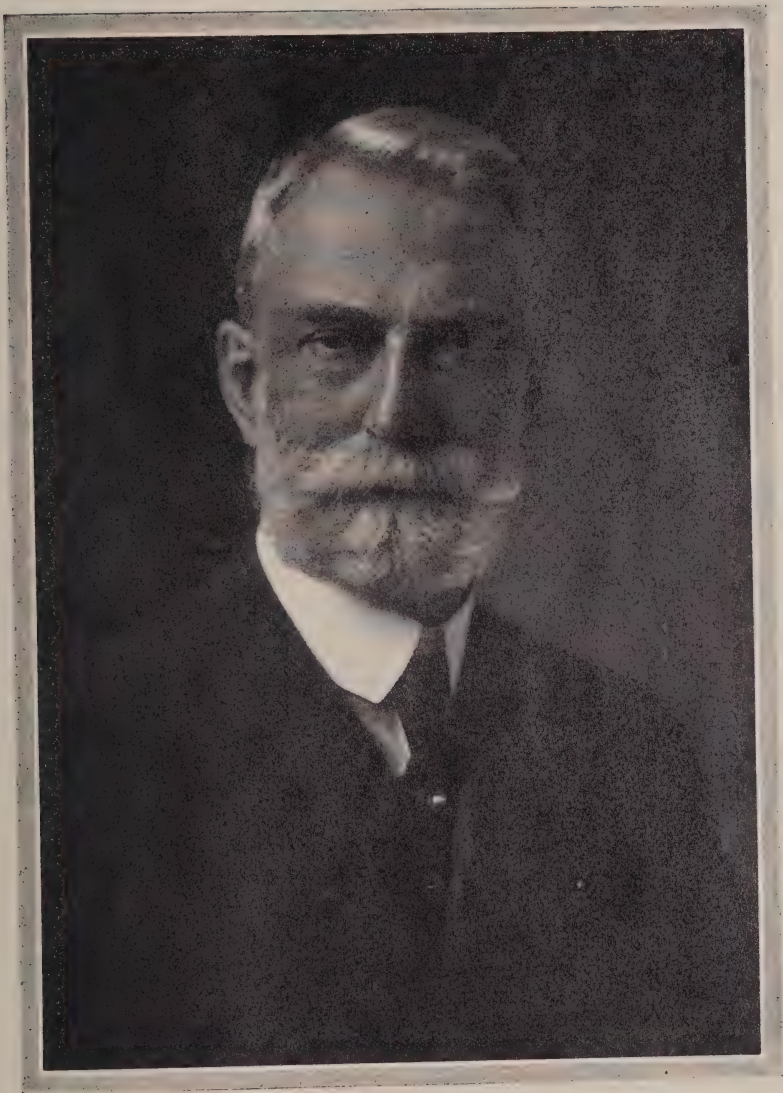
Mr. Bannon is also president of the Defiance Sales Corporation of New York city, a director of the Attleboro (Mass.) Trust Company and of the Standard Nut & Bolt Company of Valley Falls, Rhode Island. He has membership in the Southern New England Textile Society and the National Association of Cotton Manufacturers. He has a comprehensive knowledge concerning the business in which he is engaged and brings to its problems a scientific understanding that has contributed in large measure to the success of the organization.

ELMER ELLSWORTH LEONARD

Elmer Ellsworth Leonard, president and treasurer of the East Weymouth Wool Scouring Company since 1902, was born at North Pownal, Vermont, January 2, 1862, a son of Ezra Ingram and Esther Autensa (Walker) Leonard. In the acquirement of an education he attended Drury Academy of North Adams, Massachusetts, and from the ages of fourteen to twenty-three years he worked in a woolen mill office, being first employed by S. Blackinton & Son in 1876 and subsequently by the North Adams Manufacturing Company from 1877 until 1885. He spent the two succeeding years in the mill and New York office of the Zylonite Companies of Adams, Massachusetts, and from 1887 until 1898 was secretary of the Schaghticoke Woolen Company of Schaghticoke, New York, while during the three-year period between 1899 and 1902 he was connected with the Schaghticoke Mills Company in the official capacity of treasurer. Through the past twenty-eight years he has been continuously engaged in the wool scouring business as head of the East Weymouth Wool Scouring Company of East Weymouth, Massachusetts, and in this connection has attained a gratifying and well merited measure of success. Aside from his identification with industrial interests he is a trustee of the East Weymouth Savings Bank and a director of the National Mount Wollaston Bank of Quincy and he has long enjoyed high standing among the substantial and representative business men of eastern Massachusetts.

On the 7th of October, 1891, in Schaghticoke, New York, Mr. Leonard was united in marriage to Myra Maude Hayden, who was born at White-stone, Long Island, August 30, 1865, and died December 2, 1917. They were the parents of a son and a daughter: Bryan, who married Hazel Clark; and Esther, the wife of Lincoln Bouve.

Mr. Leonard did effective work as a member of the board of education in Schaghticoke, New York, and has been a member of the school committee in Weymouth, Massachusetts, for nine years, serving for five years of that period as its chairman. Fraternally he is affiliated with the Masonic order, having since 1902 been a member of Victor Lodge,



ELMER E. LEONARD

A. F. & A. M., of Schaghticoke, New York. His religious faith is that of the Congregational church and he also belongs to the Bostonian Society. Broad in his views, progressive in his standards and high in his ideals, he represents the finest type of American manhood and citizenship, and his merit compels esteem.

SPRINGFIELD GLAZED PAPER COMPANY

The Springfield Glazed Paper Company has been in continuous existence for fifty-five years, the business having been established by Colonel John F. Marsh about 1874. Colonel Marsh purchased the site of the present plant in West Springfield and at once erected the main portion to the building as it now stands, but increased trade had necessitated the erection of other additions from time to time. The plant occupies a splendid location on the banks of the Connecticut river, just north of the Memorial Bridge, is splendidly lighted and is well equipped with modern machinery especially adapted for the manufacture of its products. The company manufactures not only glazed papers, which are used as highly finished goods for box coverings, but also makes plated or dull finished papers for printing and lithograph work, also embossed, waterproof and other grades of fancy papers.

This is a color age and during the past four or five years the company has produced various new and attractive lines of fancy papers that are used for envelope linings, fancy boxes, wrappers and many other purposes. These papers are produced not only in whites but in many colors, weights and sizes requiring technical knowledge, long experience and the highest skill in the preparation of the color formulae and the manufacture of the papers. They also produce the coatings of the material used by the Shadex Company in the manufacture of window shades and also material for the rubberized products of the Premoid Manufacturing Company. The trade relations of the house cover a broad territory and are constantly being extended.

COLONEL JOHN F. MARSH

Colonel John F. Marsh, who was the founder of the Springfield Glazed Paper Company, was born in Hudson, New Hampshire, February 1, 1828, a son of Fitch Pool and Mary J. (Emery) Marsh. His grandfather, Samuel Marsh, was among the early settlers of West Nottingham, now Hudson. The paternal descent was from George Marsh, who came from Norfolk, England, in 1635, and settled in Hingham, Massachusetts. In the maternal line Colonel Marsh came of Scotch-Irish ancestors who figured prominently in colonial affairs.

John F. Marsh was educated in the public schools of his native town and at Crosby's Literary Institute in Nashua, New Hampshire. His youth was spent on his father's farm, but early in life he manifested much interest in the militia and his great ambition was to enter the military academy at West Point. He failed to get the appointment and in 1847 he enlisted in Captain Joseph Bower's company of the Ninth United States Infantry for the Mexican war. The regiment reached Vera Cruz in July of that year and a month later he was under command of General Franklin Pierce, afterward president of the United States. The army marched into the interior and a month later joined General Scott at Pueblo, participating in all the important engagements from the plains of Pueblo to the storming of Chapultepec. Following the close of the war in 1848 his regiment disbanded and Colonel Marsh took up the profession of school teaching, which he followed for a short time; but the spirit of adventure was strong within him and in 1849 he acted as captain of a company that made the long journey across the country to the gold mines of California. In 1855 he was appointed by the President as special agent in the postal service between New York and San Francisco. In 1856 he settled in Hastings, Minnesota, and was appointed postmaster there by President Pierce. From 1859 to 1861 he served as mayor of Hastings. Again his military spirit came to the front when at the time of the Civil war he joined the Sixth Regiment of Wisconsin Infantry. He was wounded in the second battle of Bull Run but as soon as possible was again at the front and participated in the battle of Fredericksburg and in the battle of Chancellorsville, where he was again severely wounded. This necessitated his retirement from active field service and on January 22, 1864, he was made lieutenant-colonel of the Veterans Reserve Corps. During the last year of the war he served in Washington on General Casey's board for the examination of candidates for commission in the Military Reserve. On the 13th of March, 1865, he was brevetted colonel for "gallant and meritorious conduct" at the battle of Chancellorsville. He resigned from the army in August, 1867.

For a number of years after the war Colonel Marsh was identified with coated paper manufacturing in Nashua, New Hampshire, being a pioneer in the surface coated paper industry in New England. In order to secure better shipping facilities he disposed of his interests in Nashua and removed to Springfield, where he organized the Springfield Glazed Paper Company and began the manufacture of surface coated papers on Lyman street. Notwithstanding his plant was destroyed by fire there in 1882, he at once made arrangements to resume operations and in the course of a short time purchased the site of the present plant in West Springfield. He erected the main portion of the building as it now stands, but increased trade necessitated the construction of additions from time to time. The plant occupies a desirable location on the banks of the Connecticut river, just north of the Memorial Bridge, is splendidly lighted and is well equipped with modern machinery especially adapted for the manufacture of its products. The company manufactures not only glazed

papers, which are used as highly finished goods for box coverings, but also makes plated or dull finished papers for printing and lithograph work, also embossed, waterproof and other grades of fancy papers. Colonel Marsh retired from the business in 1909 and died in Springfield, Massachusetts, January 10, 1915.

Colonel Marsh was first married to Harriet Warren, of Hudson, New Hampshire, and after his death wedded Mrs. Ida M. Phillips, of Springfield, the widow of Smith R. Phillips. Mrs. Ida M. Marsh, who died in May, 1911, had a daughter by her first marriage, Nella Sumner Phillips, whom Colonel Marsh adopted and who is now the wife of William Herbert Shuart.

Colonel Marsh became a prominent factor in the public life of his community and made a creditable record in the Massachusetts legislature in 1900 as representative of the fourth district from Hampden county, while for two terms, in 1901 and 1902, he was senator. He was a member of the Masonic fraternity, and also a member of the Military Order of the Loyal Legion of the United States.

WILLIAM HERBERT SHUART

For fifty-five years the Springfield Glazed Paper Company has carried on its operations in Hampden county and for almost a third of a century William Herbert Shuart has been identified with the business, serving as the executive head in the office of president. A native of Honeoye Falls, New York, Mr. Shuart was born September 21, 1852, and comes of Dutch and English ancestry. About two hundred years ago the founder of the family in the new world came from the Netherlands and settled in New Jersey. The earliest ancestor of whom there is definite record was Johannis Shuart, who purchased in 1773 several hundred acres of land in the town of Plattekill, Ulster county, New York, and for many years was engaged in intensive farming. He was married twice, his second wife being Rachel Garrison, and the line comes down through their son Abraham, who was born in Ulster county, New York, in 1789 and died in 1854. He was one of the pioneer settlers of the town now known as Mendon, Monroe county, New York, where he lived until his death. He owned a large farm and was one of the prosperous, substantial agriculturists of that locality.

Abraham Shuart and his wife, Betsy Rall, were the parents of Denton Gregory Shuart, who was born in Plattekill, New York, February 9, 1805, and in 1826 he took up the study of law, being admitted to the bar in New York city in 1831. Shortly afterward he began the practice of law in Honeoye Falls, Monroe county, New York, a milling and manufacturing village situated sixteen miles from Rochester. He acquired high standing at the Monroe county bar and for nearly half a century was one of its prominent attorneys. In November, 1851, he was elected sur-

rogate of Monroe county and served in that office for four years, being the first surrogate of that county to be elected by the people. He filled various public offices and was a prominent factor in the development and progress of his community. He became one of the founders and trustees of Genesee College, which was later removed to Syracuse and was the nucleus of Syracuse University. Denton Gregory Shuart was married September 18, 1837, to Mary Elizabeth Barrett, who was born in Oneida county, New York, September 30, 1818, her parents being Stephen and Lois (Day) Barrett. She was a descendant of Humphrey Barrett, who was born in England in 1592 and located in Concord, Massachusetts, in 1639. Denton Gregory and Mary Elizabeth (Barrett) Shuart became the parents of four children: Denton Barrett, now deceased; William Herbert; Clarence Allison, now deceased, and Irving J.

William Herbert Shuart, the second of the family, obtained his early education in the grade and high schools of his native town and afterward pursued a preparatory course at the Genesee Wesleyan Seminary of Lima, New York. In 1875 he graduated from Syracuse University, was admitted to the bar of his native state in 1878 and practiced at Rochester, New York, until 1897. In that year he came to Springfield, Massachusetts, to join his father-in-law, Colonel John F. Marsh, of the Springfield Glazed Paper Company. The business was established about 1874 by Colonel Marsh, extended mention of whom is made elsewhere in this work. As stated, Mr. Shuart became an active factor in the business in 1897 and throughout the intervening period has served as its president, while about twenty years ago he was also made treasurer.

Mr. Shuart was married in Springfield, Massachusetts, February 7, 1884, to Miss Nella Sumner Phillips, a descendant of the Rev. George Phillips, who was the first minister at Watertown, Massachusetts, and also a descendant of Isaac Allerton, who came in the Mayflower. She is a daughter of Smith R. and Ida M. Phillips and the adopted daughter of Colonel John F. Marsh, whom her mother married after the death of her first husband, Smith R. Phillips. Mrs. Nella Sumner (Phillips) Shuart was a student of Smith College as a member of the class of 1882. Mr. and Mrs. Shuart have three children, namely: John Denton, who is mentioned at length on another page of this work; Christine, the wife of Karl R. Hammond; and Katharine Barrett, the wife of A. Stuart Pratt, Jr.

William Herbert Shuart has taken an active interest in the public welfare and during the World war period was president of the Springfield Chamber of Commerce and promoted the many projects of that organization for the support of the war and the benefit of the government. Later he was president of the Community Chest. He was one of the prime movers in the organization of the Chamber of Commerce of the United States of America, is a member of the War Chest Fund commissioners of Springfield and a trustee of the Springfield Young Men's Christian Association. He is a vestryman of Christ church of Springfield, to which his wife and children also belong, and his name, moreover, is on the membership rolls of the college fraternity Psi Upsilon, the Society of Co-

lonial Wars, the New England Genealogical and Historical Society, the Rochester (N. Y.) Historical Society, the Connecticut Valley Historical Society, the Colony Club, the Longmeadow Country Club, the Century Club and the Rotary Club. Of the last named organization he was the second president in Springfield.

IRVING J. SHUART

Irving J. Shuart, the fourth son of Denton Gregory and Mary Elizabeth (Barrett) Shuart, was born at Honeoye Falls, New York, July 7, 1860. He attended the schools of his native town, and later graduated from Cazenovia Seminary of Cazenovia, New York. For several years after his graduation he was engaged in the banking business in his native town, Minneapolis, and in Chicago. For three years he was secretary and trust officer of the Federal Trust & Savings Bank of Chicago. In 1907 he was elected vice president of the Springfield Glazed Paper Company, a position which he has held continually from that time. Until 1914 he was in the active management of the company at Springfield, Massachusetts, and in January of that year he returned to Chicago as western manager of the company's business and still has charge of that territory.

On June 14, 1899, Mr. Shuart married Anna Elizabeth Holden, daughter of Timothy and Minerva Holden, of Honeoye Falls, New York. Mrs. Shuart died December 25, 1918. Mr. Shuart's residence in Chicago recently has been at the Union League Club.

JOHN DENTON SHUART

John Denton Shuart, assistant treasurer and purchasing agent of the Springfield Glazed Paper Company, was born November 16, 1894, the son of William Herbert and Nella Sumner (Phillips) Shuart. He pursued his preparatory college course at Choate School in Wallingford, Connecticut, and then entered Williams College as a member of the class of 1918 but during his junior year put aside his textbooks to join the United States Navy. He was appointed a provisional ensign in the Naval Reserves in February, 1917, and was called into active service at Boston, April 13, 1917. His rank of ensign was confirmed and he was attached to the scout cruiser Chester. He was in the anti-submarine service in foreign waters from August, 1917, the Chester operating between Gibraltar and England for a year and a half, after which he returned to the United States in February, 1919, and was relieved of sea service in July of that year. He then joined the Springfield Glazed Paper Company as assistant treasurer and purchasing agent and has since been connected with the business in that capacity.

On the 30th of April, 1917, in Springfield, Mr. Shuart was married to Harriet Andrews Dickinson, a daughter of Henry S. and Stella (Paige) Dickinson. To them have been born two sons and a daughter: John Denton, Jr., Barbara Phillips, and Steven Dickinson, who is deceased.

Mr. Shuart has been prominent in public affairs, serving as a member of the republican city committee and chairman of his ward committee, while from 1922 until 1925 he was a member of the board of aldermen. He has filled the position of chairman of the fire prevention committee of the Springfield Safety Council and was on the board of control of that council. He served from 1922 until 1925 as a member of the board of fire commissioners of Springfield, was president of the Independence Day Association, was president of the Lions Club in 1923 and the following year was a member of the budget committee of the Community Welfare Association. He is now president of the Springfield Safety Council, chairman of the Community Chest Drive, a member of the board of trustees of the Community Welfare Association and president of the Players' Guild of Springfield. Governor Allen recently appointed John D. Shuart a member of the Massachusetts state fire prevention commission. The latter is likewise treasurer of the Hampden County Improvement League, serving from 1925 to the present time, and he has membership in the American League and in the Episcopal church.

JOHN D. POND

John D. Pond, president of the Pond-Ekberg Company, has developed a substantial printing business in Springfield, the enterprise having a very humble beginning in a barn which he equipped to carry on a printing establishment if patronage could be secured. He bent every energy toward the upbuilding of the trade and frequent removals necessitated by the growth of the business have brought him to his present location at Nos. 9-11 Andrew street, where he and his partner now have a large and well equipped plant.

Mr. Pond comes to the Bay State from New York. He was born in Burke, New York, March 8, 1874, a son of Haskell and Laura (Young) Pond. He attended the local grade and high schools of Manchester, New Hampshire, to which place the family removed during his early boyhood. When his textbooks were put aside he began learning the printing trade in the office of O. D. Kimball at Manchester, and in 1898 he came to Springfield to enter the employ of the F. A. Bassette Company, with which he remained for seven years, acting as foreman of the works. A subsequent period of two years was spent in New York city and in 1906 he returned to Springfield to become associated with the Phelps Publishing Company, being thus employed until 1918. It was then that the present business came into existence. For about a year Mr. Pond had his printing outfit in a barn in Agawam and then removed it to Sherman street

in Springfield, where he was later joined by Carl N. Ekberg, who is the present treasurer of the company. Several years later it became necessary to seek larger quarters and they erected a building on Andrew street, near State, a two-story structure, fifty-four by thirty-three feet, of English colonial style. Here they have a well equipped printing plant and one observes the result of careful planning in the many modern improvements, together with recognition of the worth of sunlight to the employes. Other working conditions have been introduced that make this largely an ideal plant for the employe, while the most modern machinery is utilized in turning out work of the highest order. Mr. Pond has been the guiding spirit in this enterprise from the beginning and bases his success upon the practical experience which he gained in early manhood. He puts forth every effort to fully meet the wishes and requirements of patrons and the output of his printing establishment measures up to the highest standards. In addition to this business Mr. Pond became one of the organizers and is a director of the Highland Co-operative Bank.

At Manchester, New Hampshire, on August 6, 1896, Mr. Pond married Miss Mary Sanderson and they have become parents of ten children: Howard W., Bernice, Ralph, Kenneth, Elizabeth, Emmerson, Grace, Clifford, Esther and Everett.

Mr. Pond belongs to the Episcopal church and is a director of the Springfield Young Men's Christian Association. He is interested in all those forces which make for moral progress and character development and his own life has been guided by principles that form the basis of upright manhood and loyal citizenship.

FREDERICK WILLIAM MCINTYRE

For the past five years Frederick William McIntyre has been officially identified as vice president in charge of sales with the Reed-Prentice Corporation of Worcester, which operates one of the largest plants in the east for the manufacture of machine tools and castings. He was born in Boston, Massachusetts, June 6, 1887, a son of Peter and Mary (Kirk) McIntyre, and acquired his education in the grade and high schools of his native city. His initial business experience came to him in the Boston office of the Niles-Bement-Pond Company of Massachusetts, manufacturers of machine tools, with which corporation he continued for a period of sixteen years altogether, being employed in its sales departments in Chicago and Detroit. It was in June, 1919, that he became associated in the capacity of sales manager with the Reed-Prentice Corporation of Worcester, which since 1924 he has represented as vice president in charge of sales. His long experience in the field of machine-tool manufacture has constituted a valuable element in the successful control of the corporation, which now furnishes employment to more than five hundred men.

On the 7th of February, 1911, in Boston, Mr. McIntyre was united in marriage to Esther Anderson, of that city. Along fraternal lines he is affiliated with the Benevolent and Protective Order of Elks and with the Masons, belonging to William Parkman Commandery, K. T., and to Aleppo Temple of the Mystic Shrine. His name is likewise on the membership rolls of the Rotary Club, the Chamber of Commerce and the Worcester Country Club.

LELAND-GIFFORD COMPANY

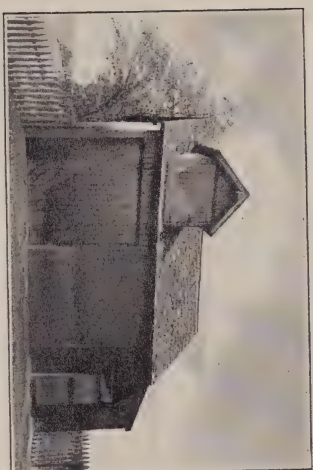
In 1900, William H. Leland and Albert J. Gifford established the Leland-Gifford Company, and began the production of machine tools in a small barn in the rear of the latter's home, containing 500 square feet of manufacturing space, and employed two men and a boy, the founders working days, nights and Sundays in perfecting a screw machine.

In less than three decades the concern has grown until it now occupies several modern structures of brick mill construction, containing 121,600 square feet of floor space, and it employs upwards of 300 highly skilled mechanics. Its operations are now divided into two distinct fields—the Crankshaft Division, which manufactures, finishes and markets the highest type of marine, automobile and aeronautical crankshafts, and the Machine Division, engaged in the production of ball-bearing sensitive drilling machines, profilers, and direct motor driven way type drilling and tapping machines.

Three years after it began business it removed to a one-story factory, containing 4,000 square feet, where a jobbing business was carried on by the partners. In 1904, Subbo Nikoloff, a skillful machinist and inventor, was admitted to the firm, and the Leland-Gifford Company was incorporated.

While grinding some crankshafts for a Detroit concern, Mr. Leland seized what he believed to be an opening for future business, and, with Mr. Gifford, he set to work to build a machine for grinding crankshafts and abandoned the screw machine. In 1903 a crank-pin grinding machine was perfected by the partners—the first in this country, and from that year the success of the concern was assured.

In 1906 the company erected a brick plant, which increased the manufacturing area to 12,500 square feet. In 1910 it built another brick unit, three stories high in one section, and two stories high in the other, which provided 24,000 square feet of floor space. Three years later a brick plant was erected on the opposite side of the street, two stories high, with a monitor roof, which addition gave the company 50,200 more square feet of manufacturing area. In 1917 this building was greatly enlarged by the erection of another wing, which provided 89,300 square feet, and in 1923, this unit was raised to a four story structure, and with minor addi-



THE LELAND-GIFFORD COMPANY
1900—500 SQUARE FEET FLOOR SPACE



THE LELAND-GIFFORD COMPANY
1930—200,000 SQUARE FEET FLOOR SPACE

tions made from year to year, the company now has 121,100 square feet of manufacturing space. The corporation employs 250 operatives.

It maintains branch offices for sales and service in New York, Chicago, Detroit, Rochester, and Boston, and the corporation has capital of \$500,000. W. H. Leland is president, A. J. Gifford, treasurer and secretary, and S. Nikoloff, vice president.

The Leland-Gifford Company furnishes added evidence that the city of Worcester is still forging ahead in the field of quality machine tool production, and an interesting feature of its present-day business is the grinding of crankshafts for airplanes, most of those used in American planes being finished in the Worcester plant, ready for installation.

WILLIAM HENRY LELAND

From a small beginning have grown many of the largest and most important business enterprises which have made Massachusetts the center of American manufacturing. Such has been the record of the Leland-Gifford Company, machinery manufacturers, largely specializing in crankshafts, machine tools, drilling machines, tapping heads, and more recently in airplane machinery. In the Gifford barn experimental work was carried on and when successful results were achieved a company was organized to carry on the business, which has now become one of the foremost industrial interests of the state, its plant being located in Worcester.

It was in this city that William Henry Leland was born February 22, 1866, a son of Richard Frank and Jane (Burke) Leland. He acquired a public school education but his opportunities were only such as other boys of the locality and period enjoyed. He early faced the necessity of providing for his own support and served an apprenticeship with the Charles G. Washburn Company, now known as the Washburn Company. Later he was with the L. W. Pond Machinery Company as a journeyman machinist and for a time was in the employ of the Prentice Brothers Company, which he represented as superintendent, a fact which indicates that his powers had been steadily increasing and that his skill and ability were bringing him to the front. It was while thus engaged that he became associated with Albert J. Gifford in the development of automatic screw machines. In no field has advancement been more rapid than along the line of automobile manufacturing and its kindred interests and, recognizing the demands and the opportunities of the time, the Leland-Gifford Company was organized. They were the first in the country to design, build and operate a machine for finishing or grinding crankshafts, and they designed many other machines used in building motor cars, while during the World war period more than any other company they supplied the government with motor-crank shafts for the Liberty motors for airplanes. This work necessitated the designing and construction of eleven distinct machines but they measured up to the requirements of that emerg-

ency period and at times employed as many as eight hundred to one thousand men to meet government needs. They have numbered among the patrons of their crankshaft department nearly every large automobile concern of the country at one time or another. After operating successfully for a period they broadened the scope of their interests by opening a machine tool department and one of the first products therein developed was a universal tool and cutter grinder. A little later their production included drilling machines of lighter type, both of the single and multiple variety, these being produced in both the light and heavy types. They likewise manufacture marine crank-shafts and more recently have entered the airplane field in the production of quality crank-shafts such as are demanded in airplane construction. Employing about six hundred men, they are thus able to meet the demands of a steadily growing trade that is represented in many important cities of the country, where offices are maintained with an advisory engineer in charge.

The Leland-Gifford Company was organized February 2, 1903, with William H. Leland as president, and in that executive position he has continued throughout the intervening period now covering more than a quarter of a century. He is also vice president of the Putnam Company, Putnam, Connecticut, president and treasurer of the Central Motor Sales Company of Worcester and a director of the Jig Bushing Company of Pontiac, Michigan.

It was in his native city that Mr. Leland was married November 20, 1892, to Miss Johna L. Mahoney, who was born in Worcester in 1872, and they now have three sons: William F., who married Amelia Book; Henry J., who married Margaret Halpin; and Walter I. Mr. Leland is a member of the Boston Yacht Club and when leisure permits he enjoys sailing, but the major part of his time and attention is concentrated upon business affairs of growing extent and importance, whereby he has become one of the representative manufacturers of the east.

ALBERT J. GIFFORD

Albert J. Gifford, secretary-treasurer of the Leland-Gifford Company of Worcester, was born June 4, 1876, in Worcester, and in the acquirement of an education attended the Worcester Polytechnic Institute, from which he was graduated with the class of 1896. He spent a year thereafter in the shop of the Worcester Machine Screw Company familiarizing himself with the building and tooling of screw machines. Later he was with the Prentice Brothers Company for three and a half years as a designer and in charge of the engineering department of that company. While thus engaged he formed the acquaintance of Mr. Leland, who was superintendent of the plant, and in 1900 they formed a partnership for developing automatic screw machines. Together they worked in the Gif-

ford barn at night, and month by month their labors brought them nearer to perfection. Meanwhile, Mr. Gifford had become private engineer for Charles Hill Morgan, president of the Morgan Construction Company filling that position for six years. After 1906 he concentrated his entire time and attention upon the business in which he and Mr. Leland were engaged. They became identified with the automobile industry and have progressed with this business. They were the first to design, build and operate a machine for finishing or grinding crankshafts, and they designed and perfected many other machines used in the manufacture of automobiles. During the World war their factory was the greatest source of supplies for the government in the matter of Liberty motor crankshafts for airplanes, their work in this connection necessitating the designing and construction of eleven distinct machines. Nearly every concern, large or small, utilizing crankshafts has at some time been a customer of their crankshaft department. Later a machine tool department was established, and the first product developed there was a universal tool and cutter grinder. Shortly afterward they developed drilling machines of lighter type which have continued as the principal product of that department. These drilling machines have included single and multiple types both light and heavy. Tapping heads and multiple drill heads are among their most recent developments, and they are also now making the motor spindle type of drilling machines with multiple speed, A. C. motors with controllers and reversing mechanism, the motor being built into the machine itself. They also make special drilling machines and have designed and constructed many jigs and fixtures. Something of the volume of their trade is indicated in the fact that they have established and maintain offices in many of the principal cities of the country, with an advisory engineer in charge to assist customers in laying out their plants and advising them concerning all of their drilling requirements.

The company also manufactures marine crankshafts and recognition has been accorded them throughout the entire country as manufacturers of quality goods. They have recently entered the airplane field, where quality goods are so essential, and their business has reached such proportions as to necessitate employment at the present time of six hundred men, while during the war period their employes numbered as high as eight hundred to one thousand.

It would seem that an enterprise of this character was alone sufficient to claim all of the time and attention of any man, but Mr. Gifford has various other business interests of importance. Aside from being secretary and treasurer of the Leland-Gifford Company, he is president of the Putnam Company of Putnam, Connecticut, manufacturers of grey iron castings and house heating boilers; president of the Jig Bushing Company of Pontiac, Michigan, and a director of the Worcester Electric Light Company and the Worcester County National Bank. His opinions and his advice are eagerly sought along many business lines and his sound judgment insures the value of his counsel.

Mr. Gifford married Miss Marian Porter, who was born in Portland,

Maine, and they have two daughters: Barbara, twenty-two years of age, now a student in Columbia University; and Lydia, aged nineteen, who is attending the Stoneleigh School at Rye Beach, New Hampshire.

Mr. and Mrs. Gifford are active in the First Parish Congregational church of Shrewsbury. He belongs to the Worcester City Club, to the Worcester Country and Shrewsbury Clubs, to the Worcester Bowling and Curling Club, while along other than social lines he has connection with the Worcester Rotary Club, of which he is vice president. He is first vice president of the Worcester Engineering Society and in 1921 was president of the Alumni Association of the Worcester Polytechnic Institute. In those organizations which have been formed to further business progress and development he is widely known, being a member of the Council of the National Metal Trades Association and a past president of the Worcester Branch, National Metal Trades Association.

SUBBO NIKOLOFF

For a quarter of a century Subbo Nikoloff has been engaged in the machine trade and is now identified with the Leland-Gifford Company of Worcester. He was born March 15, 1870, in Panikurishte, Bulgaria, and is the son of Nikola Subboff, the old family name being Chervenushoff, although it is not used at present in the United States. The mother bore the maiden name of Gana Iankova Shondeva.

In the public schools of Bulgaria, Subbo Nikoloff pursued his early education and in 1887, when a youth of seventeen years, came to America. He continued his studies in Worcester Academy and in the Worcester Polytechnic Institute and in 1904 began his career as a machinist. In this connection he has made steady progress, developing his powers through experience and the exercise of effort, so that more and more his labors have been of practical value to the organization of which he is now an official, for step by step he has worked his way upward and is today vice president of the Leland-Gifford Company.

In Putnam, Connecticut, on the 1st of November, 1899, Mr. Nikoloff was married to Miss Grace Adelaide Durfee, a representative of an old and honored American family. She has membership with the Mayflower Descendants, the Sons and Daughters of Pilgrims and the Daughters of the American Revolution. Mr. and Mrs. Nikoloff are affiliated with the Congregational church, while his fraternal connections are with the Masons and the Odd Fellows. He likewise belongs to the Masonic Club, and his interest in civic ideals and progress is shown in his connection with the Rotary Club. That he has attained high standing in his chosen field of labor is manifest in his membership in the Society of Mechanical Engineers. He has never had occasion to regret his determination to come to the new world, for here he has found the opportunities which he sought

and in their utilization has made steady advancement until he now occupies a creditable and enviable place in manufacturing circles of his adopted city.

E. VELDON JOHNSON

E. Veldon Johnson, vice president of the United States Envelope Company, operating a well equipped and highly organized plant at Springfield, was born in Hudson, New York, May 11, 1889. He there attended school, passing through consecutive grades to the high school, and when his textbooks were put aside he secured a clerkship in a local department store. In 1916 he became associated with the United States Envelope Company at Waukegan, Illinois, and he introduced the United States envelope to Springfield in 1920 as manager of the P. P. Kellogg Company, a division of the United States Envelope Company. In 1925 he was made general manager and a member of the executive committee and was also elected a director. In 1926 he was advanced to the position of executive vice president and is now active in control of this business, which is one of growing importance. Its development in this territory is attributable in no small measure to the efforts of Mr. Johnson, who closely studies trade conditions and puts forth every effort to meet the public demand.

FRED S. MORTON

During Fred S. Morton's connection with the Matthews Manufacturing Company of Worcester the business of the organization has greatly increased and not a little of its success in recent years has been due to the progressive methods that have been instituted under his presidency. He came to this state from Nova Scotia, Canada, where he was born April 9, 1866, and there acquired his education, attending the public schools and an academy at Liverpool. For a year thereafter he was connected with the coastwise sea service and at the age of nineteen came to Worcester, entering the employ of the F. E. Reed Company. During the four years which he spent with the firm he learned the machinist's trade and next became a die maker for the Matthews Manufacturing Company. A year later recognition of his skill and efficiency brought him promotion to the superintendency of the shop, in which connection he had charge of drafting and the designing of tools. In 1904 he was made vice president and general manager and in 1914 was elected president of the Matthews Manufacturing Company and still fills that office. When he entered the employ of the company there were only about seven men in the plant, and today approximately two hundred men and women are employed by the firm in the manufacture of sheet metal stamping and ball bearings. During the

World war the company devoted about ninety per cent of its strength to war work. The output of the plant is of high quality and has a wide sale.

On the 4th of May, 1911, Mr. Morton was married in Worcester to Miss Florence E. Reed, and they have become the parents of a son, Stanley R., who was born January 28, 1913. After attending the Worcester grammar school he spent two years in the high school and is now a student at the Choate School in Wallingford, Connecticut.

Mr. Morton largely devotes his leisure to golf and fishing and has membership in the Osterville Yacht Club and the Worcester Country Club, while along fraternal lines he is identified with the Independent Order of Odd Fellows. The major part of his time, however, is concentrated upon his business affairs, and he is serving as vice president of the Metal Trades Association, in which connection he is cooperating in the efforts made to uphold and advance the standards of the trade. His thoroughness, his close application and determined purpose have been the basic elements of his success.

GEORGE EDWARD HALL

George Edward Hall became an outstanding figure in connection with the rubber industry as president and general manager of the Boston Woven Hose & Rubber Company, in which position he continued until his death, which occurred at Osterville, Massachusetts, October 3, 1928. He was born in Brattleboro, Vermont, August 2, 1868, and when he had mastered the branches of learning taught in the grammar schools there he became a student in the Vermont Academy and is numbered among its alumni of 1886. His start in the business world was made as an employe of the J. J. Rogers Company, paper manufacturers, and his ability and fidelity won him promotion until within a short time he became superintendent of the plant. He was afterward superintendent and sulphite expert for the International Paper Company and later was secretary and manager of manufacturing of the St. Regis Taggart Paper Company, thus coming into prominence in connection with the paper trade. In July, 1907, however, he became interested in rubber, accepting the position of general manager of the Boston Woven Hose & Rubber Company, with factory at Cambridge. In 1910 he was advanced to the vice presidency, while continuing as general manager, and in 1918 his responsibilities were increased through his election to the presidency. He thereafter continued to serve as the chief executive officer as well as general manager and under his guidance the business of the company increased manifold. He did with thoroughness everything that he undertook and, becoming identified with the rubber trade, he gained a mastery of the business that enabled him to wisely direct the operations of the plant and also to promote its trade relations.

In 1924 he was elected a director of the Rubber Association of America and was appointed to serve on the executive committee of the mechan-



GEORGE E. HALL

ical rubber goods manufacturers' division. In 1925 he was elected a member of the executive committee of the Associated Industries of Massachusetts. He served on the directorate of the Beacon and State Street Trust Companies of Boston and was also a director of the Liberty Mutual Insurance Company of Boston.

Mr. Hall married Harriet E. Ames, and they became the parents of four daughters and a son: Catherine, Alice, Jean, Elizabeth and George E. Mr. Hall was devoted to the welfare of his family and found his greatest happiness at his own fireside. He was, however, appreciative of the social amenities of life and held membership in the Algonquin and Exchange Clubs of Boston, the New York Club of New York city and the Dedham Country and Polo Club of Dedham, Massachusetts. He likewise had membership in the Boston Chamber of Commerce and he met the responsibilities and obligations of citizenship just as surely as he met those of business life. His consideration for the welfare of his company's employes was one of his outstanding characteristics and he was noted for his irrepressible energy and enthusiasm and his cheerfulness, so that at all times he shed around him much of the sunshine of life.

J. WILLIAM FELLOWS

J. William Fellows, of the Boston Woven Hose & Rubber Company, with plant at 29 Hampshire street in Cambridge, was born in Cambridge, March 21, 1876. His entire life since entering business circles has been given over to rubber manufacturing, which field he entered in 1894. Since that time his progress has been continuous. With his developing powers he has won advancement, his successive promotions bringing him in 1912 to the position of factory manager. In 1928 he was elected a director of the company and in 1929 was appointed assistant to the president. He is likewise vice president and a member of the investment committee of the Cambridgeport Savings Bank and is a member of the executive committee of the Associated Industries.

On the 21st of May, 1903, Mr. Fellows was married to Miss Mira S. Bosworth and they have a daughter, Anna, now the wife of Lieutenant Cary T. Pridham. Mr. and Mrs. Fellows have membership in the Unitarian church and she belongs to the Arlington Woman's Club, while his club relations are with the City Club of Boston and the Winchester Country Club.

EDMUND HINCKS SQUIRE

In 1916 the Allen-Squire Company was organized, with Edmund Hincks Squire as president and Charles E. Allen as treasurer, for the purpose of manufacturing work shoes. The business has since been de-

veloped under the able management of the owners and was not long in reaching a firm footing among the productive industries of Spencer.

Mr. Squire was born in Sharon, Massachusetts, July 27, 1886, a son of Edmund B. and Minnie E. (States) Squire. He supplemented his grammar school training by three years' study in high school at Concord, Massachusetts, while his fourth-year work was done in the high school at Malden. He then entered the Massachusetts Institute of Technology and was graduated in 1907, at which time the Bachelor of Science degree was conferred upon him. He remained there as an instructor for three years, after which he became connected with the Boston branch of the Johns-Manville Company, continuing with that corporation for seven years. Anxious to engage in business on his own account, he then joined his former classmate, Charles E. Allen, in organizing the Allen-Squire Company, of which he became the president. He has continued in this office to the present time and for more than thirteen years the company has now operated successfully in the manufacture of work shoes. Each year has chronicled a steady growth and expansion in their business, which at the outset employed but twenty-five men and now has approximately six hundred. Their sales cover a wide territory and the business methods of the house insure a continuance of their success.

On the 26th of January, 1910, Mr. Squire was married to Louise P. Kingsbury, of Needham, Massachusetts. They are the parents of a son, Raymond H. The major part of Mr. Squire's time and energies is claimed by his business, and close application and thoroughness on the part of the owners constitutes an important feature in the continued growth of the enterprise.

CHARLES E. ALLEN

Charles E. Allen, treasurer and manager of the Allen-Squire Company, has been active in the development of this business until they are today the largest exclusive manufacturers of work shoes in the country, their plant being located at 6 Lincoln street in Spencer. Mr. Allen was born in Spencer, Massachusetts, January 23, 1886, a son of Charles H. and Harriet M. (Boice) Allen, of Spencer, where the family has been represented through six generations, the ancestral line being traced back to Israel Allen, who served in the Revolutionary war. The father, Charles H. Allen was a Civil war veteran and for twenty-five years was engaged in boot manufacturing.

In the public schools of his native city Charles E. Allen pursued his grade and high school work and then entered the Massachusetts Institute of Technology, from which he was graduated with the degree of Bachelor of Science in 1907. Throughout his entire business life he has been connected with shoe manufacturing. He first entered the employ of Isaac Prouty & Company, shoe manufacturers of Spencer, in their up-

per leather department and there learned various phases of shoe manufacturing during his three years' connection with the house. He was afterward with the H. H. Brown Shoe Manufacturing Company of North Brookfield as factory manager and for four years was officially connected with the business as treasurer. In 1916, with Edmund H. Squire, a former classmate of the Massachusetts Institute of Technology, he began the manufacture of work shoes for men. The business was incorporated under the name of the Allen-Squire Company, with Mr. Squire as president and Mr. Allen as treasurer and manager, and there has been no change in the personnel of the company from the beginning. They have enlarged their plant from year to year and have become the foremost exclusive manufacturers of work shoes in the country, their business o'ertopping every enterprise of this kind. In 1916 they had but twenty-five employees and unmistakable evidence of the continuous growth of their project is shown in the fact that today their employes number more than six hundred and their weekly payroll amounts to about fifteen thousand dollars. Their capacity is approximately sixty-five hundred pairs of shoes daily and since the inauguration of the business the plant has been shut down for only two weeks. Broad experience, a thorough knowledge of the trade and its requirements and progressive methods have assured success for the company. Mr. Allen is a director of the National Bank of Spencer and the company is a member of the National Association of Manufacturers.

On the 10th of September, 1910, in Spencer, Massachusetts, Mr. Allen was united in marriage to Ruth P. Kane, daughter of Judge J. R. Kane, of Spencer. They are the parents of four children, namely: Barbara, aged eighteen, who pursued her education in the Spencer public schools, and in the Fairmont School of Washington, D. C.; Boyd, a youth of sixteen, who also attended the public schools of Spencer and is now a student in the Carson Long Institute at New Bloomfield, Pennsylvania; Penelope, a maiden of nine summers; and Plenny, aged six. Mrs. Ruth Allen is the president of the Monday Club of Spencer. Mr. Allen greatly enjoys hunting, fishing and travel, but his chief interest centers in the business and year by year his manufacturing interests have broadened in scope and importance, and the Allen-Squire Company has high place among the shoe manufacturing concerns of Massachusetts.

THE L. H. HAMEL LEATHER CO.

This is another twentieth century manufacturing enterprise which has grown by leaps and bounds since its inception, less than fifteen years ago. Its executives have perfected a process of treating leather and have developed machinery for the manufacture of leather, patent rights being

held by them for several which they conceived and control exclusively. This provides added evidence that the inventive genius of Massachusetts is very much alive, despite assertions to the contrary.

In 1916 Louis H. Hamel started business in his individual name in the leather industry, being first engaged in the cutting and selling of shoe linings to the factories. He later started buying and selling leather in connection with the cutting business. As his sales increased from year to year, he required additional executives to care for the expanding business. In 1919 the firm entered the tanning business.

The business was incorporated under the name of the L. H. Hamel Leather Co. in 1921 with two of the founder's brothers, Arthur A. and Herbert C. respectively being named as president and clerk, and L. H. Hamel as treasurer. Seven years later a reincorporation was effected with \$500,000 capitalization, at which time two other brothers, Walter I. and George E. Hamel became identified with the company, while all the foremen and executives of the concern joined as stockholders, a policy which, in the intervening period resulted in one of the most efficient and unique organizations in the leather industry. In January, 1930, the company continued its policy by taking in three more of its executives. It is growing on a sound foundation and developing an organization strong for future expansion.

The company's tannery is equipped with the latest improved machinery for the production of leather and important advances in the process of tanning have been developed. It now occupies a total floor area of approximately 150,000 square feet.

The company has proved to be one of the most progressive in the business. It has grown from one of the smallest to one of the largest, and is, in all probability, the largest producer of lining leather in the industry. They have developed many new tannages which have contributed greatly to their success. In October, 1927, the company brought out a leather called "Nu Process" which had a much better appearance than any sheep leather heretofore, having the appearance of glazed kid. It is produced at a much lower cost and has many of the working and wearing qualities of kid leather. In 1929 the company brought out an improved "Nu Process" leather which they are now producing in large quantities and selling under the trade name of "Special Nu Process." This type of leather is about sixty per cent of the plant's production.

The firm is manufacturing kid leather under a different process than is used by any other tanner known. This skin is made especially for linings and after considerable experimenting they achieved a skin that will not wrinkle when made up. Their sales on this type of leather have been greatly augmented throughout the country.

The company has increased its sales every year with the record increases in the years 1927 and 1928. In 1927 they increased their sales

43 per cent over 1926 and in 1928, 110 per cent over 1927. Their present daily sales are now greater than the combined sales of the entire first two years of Louis Hamel's individual activities. This plant has been working day and night during the latter part of 1929 and the early part of 1930, during a period when there was a general depression in the shoe and leather business. The daily output of skins is over eight hundred dozen. The L. H. Hamel Leather Co. is now represented throughout the United States and Canada and in a number of European countries.

ARTHUR A. HAMEL

Arthur A. Hamel, engaged in the leather business since 1918, is at the head of an extensive and important enterprise of this character as president of the L. H. Hamel Leather Company of Haverhill. He is a native of Haverhill, Massachusetts, born December 17, 1896, and a son of Anthony J. and Agnes M. Hamel. In the acquirement of an education he attended grammar schools and also pursued a course of study in the Haverhill Business College. He was identified with shoe manufacturing interests prior to 1918, when he joined his brother, Louis H. Hamel, in the leather tanning business. He became president of the L. H. Hamel Leather Company on its incorporation in 1921 and has since been the sales manager of what is one of the largest establishments devoted to the tanning of lining leather in the entire trade.

On the 23d of June, 1926, in Hampton, New Hampshire, Mr. Hamel was united in marriage to Miss Pauline M. Little, born in Newbury, Massachusetts, April 15, 1897. They are the parents of a son, Stanley Arthur. Both Mr. and Mrs. Hamel have membership in the Haverhill Country Club, and the former likewise belongs to the Haverhill Pentucket Club and is a communicant of the Sacred Heart Catholic church of Bradford, Massachusetts. The young couple have always lived in Essex county and have won many warm friends throughout the community.

LOUIS HAROLD HAMEL

Among the more successful young business men of northeastern Massachusetts is numbered Louis Harold Hamel, treasurer of the L. H. Hamel Leather Company of Haverhill, which he established fourteen years ago. He was born at Exeter, New Hampshire, August 31, 1898, a son of An-

thony J. and Agnes M. Hamel, and pursued a grammar school education in his youth. It was in 1916, at the age of seventeen years, that he embarked in the leather business, which has claimed his time and energies continuously since. The enterprise was incorporated in 1921, with Louis H. Hamel as treasurer and his brother, Arthur A. Hamel, as president. They have perfected an improved process of treating leather and their daily output of skins is over eight hundred dozen. Their industry is now represented not only throughout the United States and Canada but in a number of European countries as well. Mr. Hamel is treasurer and general manager of the L. H. Hamel Leather Company. His pronounced business ability and his thorough understanding of the most advanced tanning processes have constituted valuable elements in the rapid growth and expansion of the enterprise.

On the 28th of May, 1923, in the Sacred Heart church of Bradford, Massachusetts, Mr. Hamel was married to Dorothy Abbott Berry, a native of Raymond, New Hampshire, born August 20, 1902. Mr. and Mrs. Hamel now have three daughters: Virginia Dorothy, Gloria Irene and Claire Louise. They are popular members of the Haverhill Country Club. Fraternally Mr. Hamel is affiliated with the Knights of Columbus, indicating his Catholic faith, and he has membership in the Sacred Heart church of Bradford, Massachusetts. He likewise belongs to the Haverhill Kiwanis Club, of which he served as president in 1928, and was made a director of the Haverhill Chamber of Commerce for 1929-30. All of those interests which are a matter of public concern elicit his attention and his support is given wherever he believes that the welfare and progress of city, commonwealth and country can be conserved and promoted.

DUPONT VISCOLOID COMPANY

The coming of the powerful du Pont interests to Leominster; the amalgamation of the prosperous Viscoloid Company of that city with this progressive group of manufacturers, and the greatly increased floor space for manufacturing purposes since added by the consolidated corporation is indicative of the fact that these New York and Delaware capitalists, who are supreme in many fields of industrial effort, scarcely look upon Massachusetts as sterile industrial ground.

Not only do the Viscoloid Works hold the foremost rank in their field, but their growth, since this founding in 1901, constitutes one of the most remarkable manufacturing developments of this century. In less than three decades, the company has developed from an unpretentious beginning, with its manufacturing processes scattered among four small buildings, to a plant which comprises some seventy odd structures, covering more than forty acres of ground, and affording employment to more than 2,000 men and women.



OFFICE OF THE VISCOLOID COMPANY,
INCORPORATED, 1907



THE VISCOLOID WORKS OF THE DU PONT VISCOLOID COMPANY, Inc.
INSERT, THE ORIGINAL PLANT OF THE VISCOLOID COMPANY

Formed for the purpose of manufacturing a product known as Viscoloid sheeting, which comprises a pyroxylin plastic material now generally employed in the comb industry, and in other lines, the channel into which the commodity entered naturally suggested the use of the article by the Viscoloid interests, and, in 1902, Alexander S. Paton, Bernard W. Doyle, and Ludwig Stross, organized the Sterling Comb Company for the manufacture of dressing combs, hair ornaments, and other products, fashioned from viscoloid sheeting. Two years later, the plant of the comb unit was burned to the ground, but within four months a new building was erected. In 1906 the Harvard Novelty Company was formed by the same officers, and engaged in the production of mounted combs, brushes, mirrors, toilet articles, and novelties.

Appreciating the value of concentration and specialization, Messrs. Paton, Doyle and Stross, in 1912, merged The Viscoloid Company, the Sterling Comb Company, the Harvard Novelty Company and the Paton Manufacturing Company which was founded in 1879, into The Viscoloid Company and it soon achieved a leading position in its field of production.

In 1923, Mr. Paton, its first president, retired, and Mr. Doyle became president and general manager. The du Ponts becoming interested in the progress of the concern made overtures to merge it in its enterprise and Mr. Doyle became vice president of the du Pont Viscoloid Company, Inc., capitalized at \$15,000,000.

Within recent years many new buildings have been erected and long since the concern took rank as Leominster's largest industry.

HON. BERNARD W. DOYLE

Hon. Bernard W. Doyle, vice president of the DuPont Viscoloid Company, one of the leading industries in New England, is a native of Leominster, and that city's most distinguished and foremost citizen. Throughout the East he has won a high place in the esteem of the people through his activity in promoting the Pyroxylin Plastic Industry, through his philanthropy and through his public service.

He was born October 29, 1873. Following the completion of a high school course at Leominster he entered the Eastman Commercial College of Poughkeepsie, New York. On leaving that institution he entered the employ of the Horn Supply Company, and in 1897 became secretary and manager of the organization. In 1901 he founded the Viscoloid Company, of which he was president and treasurer. The company developed an extensive business, ranking as the largest of its kind in New England. In 1925 Mr. Doyle became associated with the DuPont interests. The Viscoloid Company was then reincorporated as the DuPont Viscoloid Company, with Mr. Doyle as vice president, in which connection he still continues. His comprehensive knowledge of every phase of the business and his marked ability constitutes one of the important factors of its continued success. He is a director and one of the founders and organizers

of the Merchants National Bank of Leominster and is a director of the Safety Fund National Bank of Fitchburg.

In 1909, at Leominster, Mr. Doyle married Miss Elizabeth Haley. One daughter, Marjorie Elizabeth is a graduate of the Bennett School at Millbrook, New York, while the other daughter, Louise is now attending Mount Vernon Seminary of Washington, D. C.

In 1920 and 1924 he was one of the delegates to the Republican National Convention. He is beloved in his home city, which he very capably served as Mayor for four years, during which he gave a practical manifestation of the fact that business principles can be applied successfully to municipal government.

Leominster boasts of several monuments which will perpetuate the memory of Bernard W. Doyle. One of these is the Leominster Hospital, the site for which he presented to the city. Through his zeal, generosity and enthusiasm one of the best hospitals in the state was established. To guarantee its maintenance for posterity, he endowed the institution with a very substantial trust fund.

During his last year as chief executive, Mr. Doyle made another gift to the city, a public recreation field, covering a twenty acre tract. Plans for building a recreation center second to none in the state are being made by experts employed by Mr. Doyle.

Mr. Doyle is a popular member of the Boston Athletic Association, the Oak Hill Country Club, the Monoosnock Country Club, the Leominster Country Club, the Worcester Country Club, the Eastern and Corinthian Yacht Clubs of Marblehead, the Fay Club of Fitchburg, the Izaak Walton League, the Home Market Club of Boston, the Worcester County Republican Club and the Republican Club of Massachusetts. He is also identified with the Boston Chamber of Commerce and the Associated Industries of Massachusetts, and is a member of several fraternal organizations. His home on Lindell avenue is one of the beauty spots in Leominster. He is a great lover of the out-door life and enjoys fishing, hunting and yachting.

Mr. Doyle is a staunch supporter of New England and is optimistic as to its future. Born in a typical New England manufacturing community, a keen student of its history, a highly successful business man, who has risen to the highest position in an industry in which he was a pioneer, Mr. Doyle is imbued with the traditions of Massachusetts and is a fine example of combining force, courage, ability and zeal to attain success in any endeavor he undertakes.

EDWIN CLAPP

Commercial statistics of the country show that the shoe industry centers in Massachusetts; it was in this industry that Edwin Clapp became a prominent figure in manufacturing circles, conducting his business interests in a large and splendidly equipped plant under the name



Bernard W Doyle

of Edwin Clapp & Son, Incorporated, East Weymouth, Massachusetts.

A native of Massachusetts, Mr. Clapp was born at Scituate, Plymouth county, February 6, 1844, his parents being James S. and Elizabeth (Bates) Clapp, who were also born in this state. The father followed the shoemaker's trade throughout his entire life, passing away in 1885 after long surviving his wife, whose death occurred in 1853. In 1851 they removed with their family from Scituate to East Weymouth, Massachusetts.

When Edwin Clapp was but fourteen years of age he assumed the burden of self-support by obtaining a situation in a shoe finishing shop. He gained a thorough knowledge of the business, winning promotion from time to time in recognition of his industry and ability. He carefully saved his earnings until he had acquired a sufficient sum to enable him to engage in business on his own account the year before he attained his majority. He afterward formed a partnership with his elder brother, James Henry Clapp, and under the firm name of J. H. Clapp & Company they conducted a shoe manufacturing business until 1882, when the senior partner was called to his final rest. Edwin Clapp then continued the business, and discontinuing the sale of his products to the jobbing trade, began selling direct to the retailers. His business grew rapidly and, needing added space, he erected an extensive plant near his home on Charles street, continuing as sole proprietor of the business until 1901, when he admitted his son, Davis Bates Clapp, to a partnership, the relation, however, being terminated at the untimely death of his son September 5, 1901, when he was but twenty-three years of age. He had taken an active part in athletics, and in his memory the father erected the beautiful Davis Bates Clapp Memorial building, with an athletic field adjoining, this being one of the finest structures of the kind in the state, and as a further memorial presented an organ to the First Unitarian church at Hingham, Massachusetts, his son having been a member of the choir there. Mr. Clapp continued the business alone until he took out articles of incorporation in 1905 under the style of Edwin Clapp & Son, Incorporated. Under that name the factory has since been operated, and the latest improved machinery for shoe manufacturing constitutes its equipment, while its product has always been maintained at the highest standard.

In early manhood Mr. Clapp was united in marriage with Frances H. Whiton, of Hingham, Plymouth county, Massachusetts, a daughter of Bela and Hannah (Whiton) Whiton, both of whom were natives of Hingham. Her father was a carriage manufacturer and operated a shop at Hingham throughout his entire life, his labors being terminated in death in 1898. His wife passed away in 1860. Mr. and Mrs. Clapp were the parents of three children: Edith, now the wife of Alfred L. Lincoln; Eleanor, the wife of Horace R. Drinkwater, who is president of Edwin

Clapp & Son, Inc.; and Davis Bates, deceased. Mrs. Clapp passed away June 27, 1928.

In his youthful days Mr. Clapp participated in the ball games of the community and enjoyed an enviable reputation as a catcher. His interest in sports and games for the young never ceased, and he did much to promote healthful activity of that character. He found keen joy in the association of the boys and girls of the community and in stimulating their interests along lines that would prove beneficial. He also consistently followed the teachings of the Masonic fraternity and had membership in Orphans Hope Lodge, A. F. & A. M.; Pentalph Chapter, R. A. M.; and South Shore Commandery, K. T. He belonged to the First Unitarian church of Hingham and exercised his right of franchise in support of the republican party. A contemporary biographer wrote of him: "He ever stood fearlessly for what he believed to be right, his position never being an equivocal one, and his efforts in behalf of public progress were far-reaching, effective and resultant. He was ever guided by high ideals and honorable principles and his record should serve to inspire and encourage others, showing what can be accomplished in a business way and proving conclusively that success and an honored name may be won simultaneously." Mr. Clapp passed away May 27, 1909, when sixty-five years of age.

HORACE ROGERS DRINKWATER

Horace Rogers Drinkwater is an outstanding figure in both industrial and financial circles of the Bay state as president of the extensive shoe manufacturing concern of Edwin Clapp & Son, Inc., at East Weymouth and as president of the Braintree National Bank.

In these important and responsible positions his work has been efficient and resultant so that naturally his cooperation has been sought in other enterprises, but the above named are his principal connections.

In civic affairs he has been unusually active, serving as representative to the great and general court for the years 1902-1903, and 1904. He was chairman of the committee that put through the taking of the Watson playground at East Braintree, and at present is chairman of the committee on Braintree's new central fire and police station.

He is the son of Colonel and Mrs. Albion Clifton Drinkwater and was born at Braintree, Massachusetts, May 28, 1872. His education was obtained in the Braintree lower schools, the Braintree high school, Thayer Academy, and Harvard Law School. Upon leaving the law school he went into the leather business, in which he was engaged until 1905.

In that year he entered the shoe business with Edwin Clapp & Son, Inc., in the credit department, next was credit manager, then treasurer, and now is president and general manager. Among his affiliations are: The

Quincy Yacht Club (life member), Cohasset Yacht Club, the Bostonian Society, the Hatherly Country Club of Scituate, Massachusetts, the Cochato Club of Braintree, the Boston Chamber of Commerce.

He has four children: Elizabeth, wife of William Ball Rice, II, of Hingham, Massachusetts, Miss Eleanor Drinkwater, Davis Clapp Drinkwater, and Albion Clifton Drinkwater, II.

We quote the following well merited tribute: "Mr. Drinkwater is regarded as one of the leading business men in New England and his success is due in large measure to his keen business judgment, unfailing loyalty and wide acquaintanceship. Necessarily, Mr. Drinkwater is in positions of great strategic importance in the business world; and his value has been recognized amply by his associates and contemporaries who have honored him on numerous occasions with positions of trust outside of his routine duties. He has discharged the functions of these offices with ability and tact and has won for himself an admirable place among his fellows."

EARLE C. DODDS

Earle C. Dodds has attained a position of leadership in connection with the granite industry, contributing in substantial measure to the development of the largest wholesale quarry in the United States. He entered the field of business in Ohio, coming to the east to take over the management of quarries acquired by his company. Born in Xenia, Ohio, January 21, 1876, he there completed a high school course, after which he went to Chicago, where he became connected with Wilson Brothers, manufacturers of men's furnishings, working in the stockroom of the underwear department for one year, while for five years thereafter he was in charge of the shirting department. Subsequently he had charge of designing and buying with the Columbus Shirt Manufacturing Company, with whom he continued for about eight years, and on the expiration of that period he became associated with his father and brothers, who were conducting a retail monument business in Xenia, Ohio. Upon the father's death the brothers incorporated the business under the name of the George Dodds & Sons Granite Company, of which E. C. Dodds became treasurer in 1908. In order to protect their interests and secure the quality of granite desired, they bought a quarry near Kenne, New Hampshire, in 1911, and another in Milford, Massachusetts, in 1914. In 1916 Earle C. Dodds came east to take charge of the operations in New England. The company now has the largest wholesale quarry business in the United States, specializing in high-grade granite. The product is classed by leading architects and engineers as a "preference" and they command the highest prices for the granite which they handle. The business now covers a wide territory and has been developed along systematic and progressive lines which are highly resultant.

In June, 1900, in Chicago, Mr. Dodds was married to Miss Mary Hutchinson and they have a son, Earle H., who was born in April, 1902, and is now in business with his father, having charge of the work at one of their large quarries. He wedded Eva Arnold, of New York, and they have a son, Leslie A.

Mr. and Mrs. E. C. Dodds have membership in the Congregational church. He has made for himself a creditable position in business circles in New England and the force of his character, his capability and sound judgment are demonstrated in the success which has attended the enterprise with which he is connected as vice president and treasurer.

INDEX

Allen, C. E.	720	Bride, J. H.	86
Allen, C. L.	593	Bristol, B. B.	14
American Stay Co.	516	Brooks Bank Note Co.	679
Amidon, E. C.	92	Brooks, C. C.	244
Anderson, P. A.	468	Brooks, J. L.	679
Anderson, T. F.	63	Brown, D. M.	49
Andrews, J. G.	657	Brown Co., David	47
Arnold Print Works	429	Brown, G. G.	48
Ashworth, C. R.	456	Brown, J. F.	319
Ashworth, Robert	457	Brown, S. F.	163
Avery, A. W.	492	Brown, S. W.	539
Ayer, John	360	Brown, W. W.	538
		Buck, J. M.	320
Badger, D. B.	219	Buck, R. M.	318
Badger, E. B.	220	Bullard, A. E.	655
Badger, E. B., & Sons Co.	214	Burley, H. B.	525
Bailey, E. C.	223		
Ball, E. C.	243	Cabot, Samuel, Jr.	618
Ballard, W. H.	8	Cabot, Samuel	615
Barrows, D. A.	154	Callahan, J. T.	75
Barrows Co., H. F.	153	Carleton, Everett	694
Barry, E. S.	13	Carlson, A. W.	280
Barry, Eugene	11	Carlson, J. E.	280
Barry, T. W.	12	Carlton, E. G., & Sons	694
Bartlett, A. M.	502	Carter, H. D.	123
Bay State Tap & Die Co.	426	Carter, R. B.	271
Bennett, Celia E.	551	Catlin, G. L.	382
Bennett, Harold	150	Chase, H. H.	149
Bennett, J. H.	546	Chase-Shawmut Co.	165
Biddle & Smart Co.	433	Chipman, F. W.	611
Biddle, W. E.	434	Clapp, Edwin	728
Bigelow, Alanson, Jr.	266	Clark, B. P.	344
Bigelow, Kennard & Co.	266	Clark, T. T.	144
Bigney, S. O.	5	Clifton Manufacturing Co.	494
Bishop, J. W.	643	Cody, P. L.	303
Bishop, J. W., Jr.	645	Cody, T. E.	300
Blake Co., James E.	69	Coley, H. C.	625
Bliss, G. H.	299	Collier, D. R.	596
Blood Co., J. B.	35	Conant Ball Co.	240
Blumenauer, H. P.	554	Cook, H. F.	166
Boit, Elizabeth E.	42	Coppus, F. H. C.	346
Booth, G. F.	620	Coulter, C. C.	515
Boston Insulated Wire & Cable Co.	525	Craig, A. D.	103
Boynton, A. H.	501	Creese, G. T.	327
Brewer, E. A.	676	Cullen, E. F.	319

Cutler, D. A.	94	Gilet, James	388
Cutting Die & Machine Co. of America, Inc.	323	Gilmore, G. L.	104
Daily Evening Item	180	Ginn, P. E.	276
Dalby Co., Thomas	98	Gordon, M. L.	93
Danforth, P. W.	443	Gorse, F. W.	612
Daniels, F. H.	610	Gray, A. H.	491
Daniher, Mary M.	507	Gray, G. M.	117
Davis & Furber Machine Co.	176	Gray, M. H.	118
Davis, W. G.	384	Gray, Peter, & Sons, Inc.	114
Defiance Mfg. Co.	697	Green, E. F.	553
Dejonge, M. E.	668	Grimes, E. E.	91
Dewar, D. H.	590	Groton Leatherboard Co.	688
Dillon, F. N.	424	Grotto, L. W.	104
Dixon, Edgar	50	Gurney Co., Inc., D. B.	590
Dodds, E. C.	733	Gurney, D. A.	591
Dodge, J. H.	534	Hall, G. E.	716
Dolan, W. H.	493	Hamel, A. A.	723
Douglas, E. H.	562	Hamel, L. H.	723
Downer, A. T.	473	Hamel Leather Co., L. H.	721
Doyle, B. W.	727	Hardy, J. A.	584
Drake, H. E.	279	Harrington, E. C.	686
Drinkwater, H. R.	732	Harrington, J. W.	687
Duffy, G. E.	282	Harrington & Richardson Arms Co.	682
Duffy, R. E.	286	Harris, A. G.	667
Dunham, O. E.	173	Hastings, C. H.	191
Dupont Viscoloid Co.	724	Hastings, Henry N.	188
Dyson, H. T. G.	408	Hastings, Horace N.	184
Earl, W. B.	247	Hastings, W. R.	192
Eastman, G. C.	239	Hatch, A. E.	294
Ely Lumber Co.	673	Hatch, R. A.	298
Farley, J. W.	646	Hayward, F. R.	135
Farwell, C. A.	360	Hedstrom, C. H.	544
Fay, F. H.	357	Heywood, A. S.	579
Fellows, J. W.	719	Heywood, S. R.	575
Filene, E. A.	309	Higgins, A. C.	594
First National Bank of Boston and Old Colony Trust Co.	209	Higgins, C. F.	328
Fitchburg Engineering Corp.	603	Higgins, J. W.	632
Flash Chemical Co.	84	Hilander, K. P.	287
Forbes, R. M.	538	Hitchings, A. D.	112
Forman, W. O.	603	Hobby, W. H.	486
Franklin, B. A.	199	Hodge Boiler Works	446
French, A. A.	206	Holman, J. P.	130
Fuller, G. H.	83	Holman, W. E.	134
Fuller, J. F.	562	Holmes, F. C.	343
Gage, Homer	552	Holmes, P. G.	306
Gates, W. H., Jr.	257	Horne, H. F.	398
Gates, W. H., Sr.	254	Horne, J. E.	397
George, J. R.	567	Horne, J. H.	396
Gifford, A. J.	712	Horne, J. H., & Sons Co.	392
Gilbert & Barker Mfg. Co.	658	Horne, R. W.	361
		Houghton, H. W.	234
		Howard, A. H.	636
		Howard, A. T.	288
		Howard Bros. Mfg. Co.	636
		Howard, J. M.	293

Howarth, A. P.	532	Marble, E. H.	418
Howarth, F. A.	532	Marble, E. T.	414
Howe & French, Inc.	430	Marks, A. H.	379
Howe, F. W.	651	Marsh, J. F.	701
Hoyt, V. C.	160	Martin, G. J.	93
Hub Hosiery Mills	156	Masterson, F. D.	165
Hygrade Lamp Co.	64	Maxant, Basil	305
		Maxant, Frank	304
International Worsted Mills	412	Maxim, E. L.	233
Irving & Casson—A. H. Davenport Co.	362	Maxim Motor Co.	232
		Meisel, C. A.	58
Jenkins, G. O., Jr.	514	Meisel, Francis	54
Jenkins, H. L.	513	Meisel, O. C. F.	61
Jeppson, G. N.	595	Merrick, F. W.	519
Johnson, E. V.	715	Merrimac Card Clothing Co.	28
Johnson, J. L.	675	Merrimac Hat Corp.	646
Johnson, W. O.	201	Midgley, Herbert	639
Jones, G. P.	53	Milford Iron Foundry	220
		Mill, W. M.	485
Kenney, F. B.	17	Moore, A. W.	514
Kent, J. S.	368	Morandi-Proctor Co.	498
Kenyon, A. H.	250	Morgan, H. V.	657
Kerr, G. F.	30	Morgan, P. B.	526
Keyworth, G. A.	601	Morton, F. S.	715
Kinsman, W. A.	580	Morton, G. C.	119
Knott, A. J.	540	Moses, H. A.	195
Knox, J. V.	326	Motherwell, J. W.	602
Knox, R. M.	326	Mossberg, Frank	70
Kurrelmeyer, Carrie W.	79	Murch, F. G.	412
La Marca, Gaetano	213	National Fabric & Finishing Co.	159
Landberg, E. H.	113	National Packaging Machinery Co.	272
Lane, W. H.	528	New England Shoe and Leather Ass'n	61
Lapworth, William	568	Newton, C. I.	619
Lapworth, William & Sons Co.	568	Nichols, H. G.	425
Larson Tool & Stamping Co.	259	Nicholson, Haldie	248
Lawrence, C. A. P.	692	Nikoloff, Subbo	714
Leland-Gifford Co.	708	Nock, H. E.	583
Leland, W. H.	711		
Leonard, E. E.	698	Olson, R. C.	440
Lewis, A. L.	23	O'Neil, Charles	108
Litchfield, F. S.	76	Otis, D. K.	544
Lowe, J. A.	604	Otis, E. S.	543
Luitwieler, C. S.	520		
Lund, G. E.	265	Packard Co., M. A.	367
Lynch, J. E.	446	Paige, C. D.	402
		Palmer, R. E.	537
McIntyre, F. W.	707	Parks-Cramer Co.	332
McKenzie, C. J.	146	Parks, W. A.	439
McKenzie Engraving Co.	146	Peabody, G. R.	669
Mabbett, G. E.	670	Perry, J. L.	589
Mabbett, George, & Sons Co.	670	Perry, W. I.	299
Magee, W. J.	444	Peters Employment Service	436
Makepeace Co., D. E.	202	Phillips, B. F.	370
Makepeace, D. E.	205	Phillips, E. S.	79
Marble, C. F.	423	Pinkham Press	626

Plymouth Cordage Co.	334	So-Lo Jack Co.	259
Pond, J. D.	706	Southwell, James	120
Poor Co., Nathan H.	260	Spence, J. F.	20
Poor, E. J.	67	Spence, J. W.	19
Poor, F. A.	68	Spencer, R. M.	387
Poor, G. H.	264	Spofford, C. M.	358
Poor, N. H.	260	Springfield Glazed Paper Co.	701
Poor, N. H., (II)	263	Squibb, C. G.	156
		Squire, E. H.	719
Rae, J. J.	623	Stanley Woolen Co.	312
Ramsdell, C. C.	664	Stodder, C. K.	231
Ray, C. A. R.	561	Stone, A. H.	458
Ray, J. G.	557	Stone, O. L.	508
Ray, W. F.	560	Sturdy's Sons Co., J. F.	352
Ray, W. M.	112	Sweet Paper Box Co., Inc.	83
Riccus, H. P.	287		
Rice, C. D.	226	Talbot Mills	136
Rice, F. D.	231	Taunton-New Bedford Copper Co.	474
Rich, E. J.	510	Terry, Stephen	650
Richardson, E. B.	476	Tileston & Hollingsworth Co.	237
Richardson Piano Case Co.	476	Tilton & Cook Co.	166
Rideout, C. A.	111	Tisdale, A. A.	249
Riley, R. S.	607	Townsend, W. H.	44
Riverside Paint & Varnish Co.	76	Trask, W. P.	264
Robert, Urbain	445	Tulloch, Donald	480
Rockwell, H. D.	29		
Root, C. A.	24	Underwood, W. A.	588
Royal Worcester Corset Co.	489	United Paper Co.	449
Russell, A. P.	401		
Russell, G. W.	413	Wallace, G. R.	270
Russell, W. K.	413	Wallace, G. R., Jr.	270
Russia Cement Co.	37	Warner, R. E.	587
		Washburn, Reginald	461
Saart Bros. Co.	155	Waterman Co., R. C.	224
Sadler Bros., Inc.	18	Waterman, R. C.	225
Safepack Mills, Inc.	30	Wechsberg, O. H.	351
Sargent, B. F.; Jr.	649	Wells, J. C.	681
Sawyer, B. E.	406	Weschler, F. J.	258
Sawyer, L. T.	406	Wheelock, S. H.	312
Schuster, W. E.	462	White, A. R.	345
Seamans, R. D.	391	Whiting, Frank M., & Co.	425
Sears, S. M.	294	Whiting, C. A.	170
Selden Worsteds Mills	504	Whitney Carriage Co., F. A.	124
Sheedy, Michael	692	Whittall, M. P.	533
Sheedy, W. L.	691	Willard, F. H.	503
Sheldon, T. C.	652	Williamson, G. E.	200
Shepard, F. S.	426	Wilson, A. J.	354
Sherwin, M. W.	169	Winship, C. N.	38
Shuart, I. J.	705	Wood, H. B.	455
Shuart, J. D.	705	Wood, O. B.	450
Shuart, W. H.	703	Woodbury, H. D.	566
Skinner, E. M.	373	Woodbury, J. E.	565
Skinner, William & Sons	687	Woods, C. F.	407
Smith Co., H. B.	693	Worcester Pressed Steel Co.	629
Smith, Renshaw, Jr.	80	Worthington, F. A.	664
Smith, R. W.	479	Wyeth, J. H.	650

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